

STRATEGY FOR CULTURE AND THE ARTS 2022

Report Card





Acknowledgement of Country

Cairns Regional Council acknowledges the First Peoples within our region who are the Traditional Custodians of this country. Traditional Custodians within the Cairns region include the Djabugay; Yirriganydji; Bulawai, Gimuy Walubara Yidinji; Mandingalbay Yidinji; Gunggandji; Dulabed and Malanbara Yidinji; Wanyurr Majay; Mamu and NgadjonJii peoples.

We pay respect to their elders past, present and future and extend that respect to all other Aboriginal and Torres Strait Islander Australians within our region.



Message from the Mayor

Cr Amy Eden
Mayor, Cairns Regional Council

I am delighted to share the outcomes of the Strategy for Arts and Culture 2022.

This report demonstrates that there has been new investment in cultural infrastructure, an increase in public and creative participation and that we have managed to maintain a diverse program through two, very challenging COVID-19 years.

Even with these challenges we were able to meet over 90% of the goals identified in the plan.

This is a testament to Cairns region's community; we came together to ensure we stayed connected and supported each other.

Arts and culture were vital platforms for engagement during these challenging years.

Council worked with James Cook University and CQUniversity to measure impact and value of this strategy over the five-year period.

With over two million people engaged in creative activity and a further 1,586 volunteering their time demonstrates the value our community places in arts and culture.

Activating the economy through creative activities, infrastructure development and supporting skills development contributed to a very dynamic workforce, with over 6,000 short-term and 29 long-term employment opportunities.

I see this as a significant and important part of supporting a mixed economic, social and environmental ecology.

Of course, there are many challenges ahead and these are clearly identified at the end of this report.

First Nation stories and heritage is a significant part of what makes Cairns the vibrant city it is today.

We need to continue to find ways to engage and include First Nation peoples in the development of our city's rich cultural tapestry.

This report card outlines the great inroads we have made in creating accessible and welcoming places for people, culture and our stories to thrive.

However, there is more to be done to ensure the dynamic and diverse communities of Cairns are reflected in all that we do.

This will include working with our important partners and stakeholders in order to ensure the viability of arts and culture as we further our ambitions of being an international cultural destination.

The outcomes expressed in this document demonstrated that Cairns is a vibrant city with a high level of creative excellence, active engagement, and strong participations.

I want to thank all the staff, volunteers, partners, stakeholders, community members and participants, creatives, artists and so many more, for all you have done to bring this strategy to life.

Being on the ground and part of the community is very important to me because local government is about place shaping and making.

The outcomes of this strategy demonstrate the value and importance of culture in creating a sense of place, identity and citizenship.

Cairns continues to be seen as a destination of choice to live, visit, study and do business, and I look forward to leading the next iteration of this strategy and strengthening our position as a destination for culture where transformational experience is part of our everyday lives.

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Executive Summary

The Strategy for Culture and the Arts 2022 Report Card marks the completion of the strategy's five-year cycle and is the final chapter in the annual outcome reports published by Council.

This process has yielded remarkable results and accomplishments that deserve to be highlighted and celebrated. Ambitious goals have been realised through the collective efforts and dedication of the Creative Life team, project partners, stakeholders and volunteers, resulting in a significant positive influence on the Cairns community.

The report shows more than 2 million people attending events and performances, approximately 38,000 individuals actively participating in projects and programs, and over 1,500 volunteers dedicating their skills and time. This level of engagement demonstrates a strong sense of community spirit and a shared commitment to achieving the goals and objectives of the strategic plan. The establishment of over 6,000 short-term and 29 long-term job opportunities is also a significant achievement, as it not only provides individuals with employment but also contributes to the region's overall economic development. Projects designed to increase attendance and participation were found to have the most significant impact on engagement. Notable contributors were the Cairns Performing Arts Centre, Munro Martin Parklands, the Tanks Art Centre, the Court House Gallery, the Cairns Festival and Council's grants program, which all played a crucial role in activating participation and attracting audiences.

Council's substantial financial investment of more than \$68m in capital and operational expenses has been bolstered by the injection of approximately \$26m in grant

funding from the State and Federal governments over the past five years. This combined financial input has played a vital role in propelling the development of prominent infrastructure, and enabled Council to undertake large-scale projects that would otherwise have been financially unachievable. It has also spearheaded, enabled and supported innovative programs and events that have enriched the cultural and social fabric of the community.

The implementation of the strategy has incorporated independent and high-level research to examine the cultural and creative influences that contribute to the city's unique creative ecosystem. Various reports such as *SoARTS* by James Cook University and Central Queensland University, *Cultural and Creative Activity in the Cairns Region* by Cummings Economics, *A Population and Hotspot Analysis* by QUT, and a *Priority Industry Profile* independent economic analysis, have all offered valuable insights into Cairns' arts and cultural sector, economy and future potential. Surveys conducted across fourteen diverse activities over the last five years have also provided insight into the strategy's impact, quality and effectiveness.

Delivering the impressive 5-year action plan was impacted by the COVID-19 Pandemic. In particular, years two and three were significantly affected by lock downs and social distancing, and many planned events were cancelled or postponed. However, despite these challenges, proactive measures were taken to adapt to the circumstances with online platforms to host virtual exhibitions and performances, the production of digital content, and the provision of financial support to artists and cultural organisations impaired by the pandemic.

2018 Commonwealth Games Festival



Overall, the report's findings highlight Council's commendable performance in executing the strategy. The high completion rate of specified actions and the successful attainment of set targets demonstrate Council's effectiveness in translating strategic objectives into concrete actions and results. Positive trends in the growth of hard and soft infrastructure, collaborative partnerships, audience and employment numbers, as well as high levels of appreciation, enrichment, and satisfaction experienced by audience members or project participants, are evident. In assessing the internal and institutional aspects of the strategy, it is clear that Council has achieved a greater level of dedication and commitment towards prioritising, revitalising, and sustaining the cultural life in Cairns.

Sector observations included in this report echo these achievements, but also highlight areas that still require attention: the lack of smaller arts venues for creative production, presentation, and operations; the need for adequate storage to preserve and protect significant collections; the importance of establishing sustainable career pathways in the cultural industries for young and emerging creatives; improving connectivity between the city's historic architecture, art and cultural precincts and

recreational hubs; and enhancing brand identity and participation in the tourism market.

Council's forward-thinking approach towards the arts and cultural development has played a pivotal role in transforming Cairns into a lively and dynamic hub for culture and creativity. The construction of state-of-the-arts facilities, innovative programming and the advancement of the arts and creative industry have created a vibrant and thriving cultural landscape that has elevated Cairns to a leading cultural destination in the region. Through continued investment, imaginative planning and ongoing collaboration, Council is poised to further strengthen Cairns' cultural identity and reputation on a national and international scale.

1. Introduction and Background

1.1 About the Strategy for Culture and the Arts 2022

The Strategy for Culture and the Arts 2022 has guided the delivery of Cairns Regional Council's arts and cultural services over a 5-year planning cycle across the financial years 2018/19 - 2022/23.

In 2017, Council undertook an in-depth process of consultation to gain a better understanding of the arts and cultural environment in Cairns. Eighty-four organisations and groups, comprising more than 280 people across ten distinct sectors took part. The outcome shaped the content of the strategy.

Adopted in 2018, the strategic plan was launched in conjunction with large-scale projects already in the pipeline. These included significant and timely opportunities such as the Commonwealth Games 2018 - Cairns Festival Event City, the completion and opening of the new Cairns Performing Arts Centre (CPAC), and the commencement of restoration and revitalisation of the Cairns Court House linked to the overarching vision for Cairns Gallery Precinct.

These momentous opportunities were imbedded into the strategy as accelerators towards achieving its goals. The principles and core objectives of the strategy were aligned with Council's Corporate Plan 2017-2022. The strategy was underpinned by three core priorities and a suite of outcomes to be achieved by 2022, driven by an ambitious five-year plan of targeted actions and timelines.

**CAIRNS REGIONAL COUNCIL
STRATEGY FOR CULTURE AND THE ARTS 2022
AT A GLANCE**

OUR VISION In a region that is celebrated for its unique environment and diverse peoples, Cairns is a vibrant city with a high level of creative excellence, where culture and the arts are reflected in our everyday lives.

OUR AIM Council is well positioned to begin a brand new cultural planning cycle. Our business is to efficiently enhance, promote and develop our cultural programs and facilities, and join with our partners and the community in leveraging our collective cultural assets to build a vibrant and sustainable region.

CORPORATE OBJECTIVES The five-year Strategy for Culture and the Arts 2022 has been developed in parallel with Cairns Regional Council's Corporate Plan 2017-2022, which identifies broad strategic objectives for community and cultural development as follows:

Support a rich and diverse culture through accessible public facilities and community initiatives.	Be recognised as the Arts and Cultural Capital of Northern Australia.	Build vibrancy through community events and activities.	Support social and community groups.	Culture, heritage and place are valued, shared and celebrated.
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PRIORITY ONE
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.
- Evidence-based research to support and guide future decision making and investment in hard and soft cultural infrastructure and resources.

PRIORITY TWO
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 THREE
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.

MEASURES FOR SUCCESS

<p>INTRINSIC MEASURES THAT EVALUATE: New knowledge and experience gained, community satisfaction, enrichment and connectivity.</p>	<p>INSTRUMENTAL MEASURES THAT EVALUATE: Social outcomes, participation, audience growth, income generation and economic returns.</p>	<p>INSTITUTIONAL MEASURES THAT EVALUATE: Effective community engagement and customer service, adequate resourcing, cross-departmental and cross-government collaboration.</p>
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*Contemporary Indigenous Textiles from Australia's Tropic Zone.
A Cairns Art Gallery Exhibition during Cairns Festival.*

1.2 About the Report Card

The Report Card marks a significant milestone in the planning process, signifying the completion of the strategy's 5-year cycle. It builds upon the suite of outcome reports published by Council over the past five years, as well as valuable insights generated in the State of the Arts in Cairns (*SoARTS*) research study undertaken by James Cook University and Central Queensland University.

This comprehensive report card provides an overview of the strategy's overall value and achievements, highlighting its successes, challenges and legacies, as well as the lessons learned along the way.

The report card includes a statistical analysis of the level of engagement in the strategy's diverse range of multi-disciplinary projects, programs, and infrastructure development. It also outlines the desired outcomes for 2022 and the extent to which they were achieved. Additionally, it identifies trends and recommendations for the future.

Lastly, it expresses gratitude and acknowledgement to all those who contributed to the implementation of the strategic plan, recognising their valuable participation.

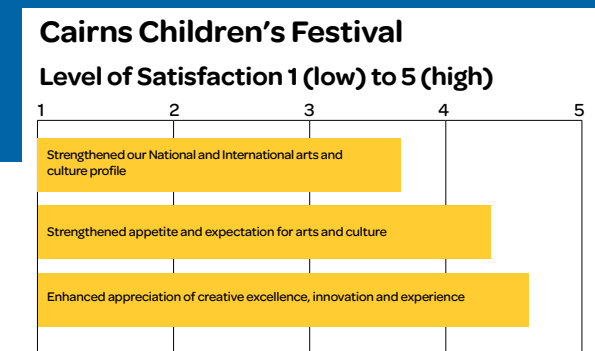
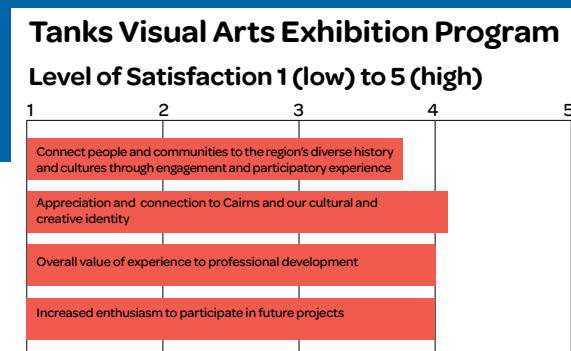
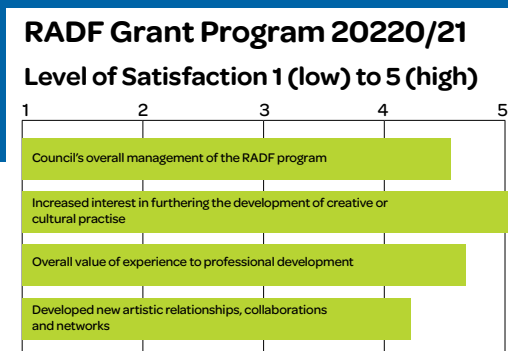
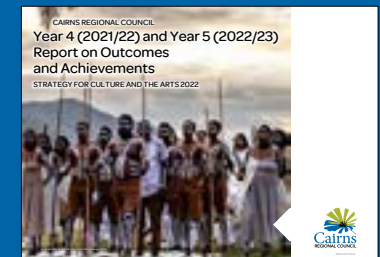
1.3 Monitoring, Evaluation and Sector Insights

Determining the strategy's impact, quality and effectiveness has been a crucial element in the five-year planning process. Methods of evaluation included two levels of investigation.

1.3.1 Qualitative and Quantitative Measures

First, internal assessment regularly collected and analysed data matched to the strategies and actions in the annual implementation plan. A series of outcome reports were published in years one, two, and three, along with a combined report for years four and five. The reports provided a quantitative snapshot of the active participation, audience numbers, volunteer efforts, short and longer-term employment opportunities created, as well as partnerships forged.

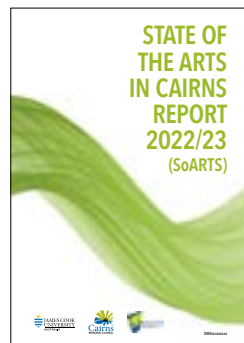
Additionally, to gain a richer understanding of community perspectives, surveys were conducted across 14 diverse projects and programs. This provided a deeper and more qualitative level of insight into community satisfaction, appreciation and engagement. The analysis and interpretation of the survey results was outsourced to a research consultant, and formed the basis of a suite of case studies included in the outcome reports.



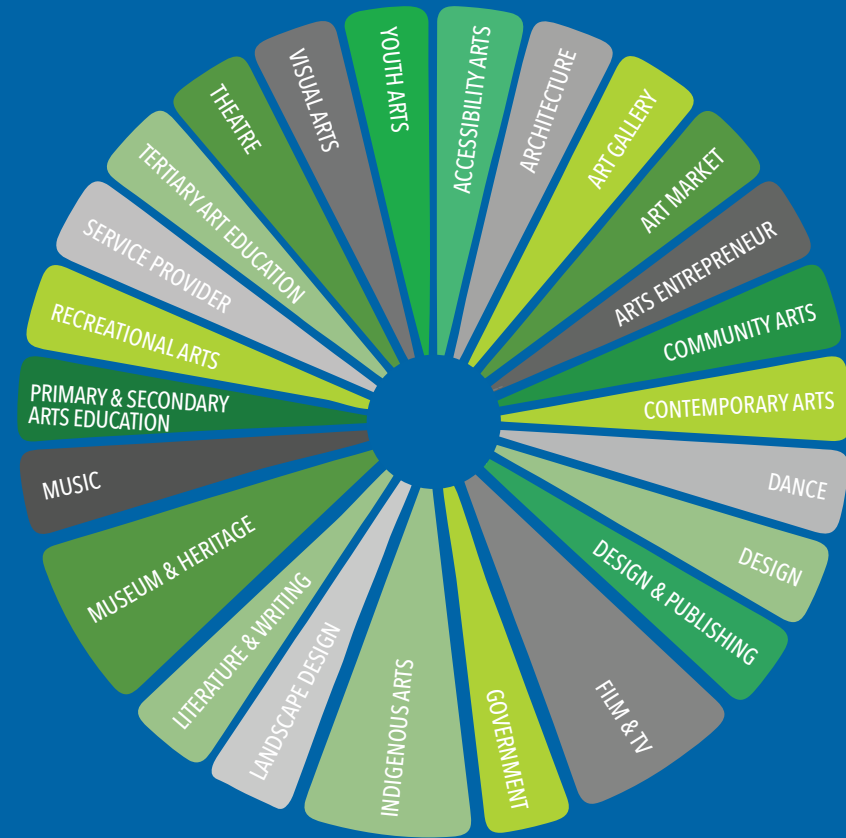
1.3.2 Sector Insights – State of the Arts in Cairns (SoARTS)

The second, and external level of investigation, was undertaken by James Cook University (JCU) and Central Queensland University (CQU), who were engaged to work in conjunction with the five-year strategy to provide an independent and objective study of the sector's vitality, wellbeing, resilience, and economic impact. Reports produced in 2019, 2020, 2021 and 2023 represent a sequential collation and analysis of research-informed insights and recommendations relating to the three priority areas of the strategic plan.

SoARTS was driven by Chief Investigators Lisa Law and Russell Milledge from James Cook University as well as CQU Researchers Bruce Prideaux, Michelle Thompson and Leonie Cassidy. The research project was supported and guided by an Advisory Panel that included First Nations representatives and local MPs, as well as tourism, economic, education, regional development and state government agencies.



STAKEHOLDERS



Insights and recommendations were derived from a Stakeholder Group comprising about 26 representatives of 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. *(1)

2. Stats and Facts

The following section of the report provides a statistical snapshot of the strategy's engagement levels over the past five years, and is compiled from the annual outcome reports mentioned in 1.3.1.

While we have made every effort to ensure the accuracy of the collected figures, it is important to acknowledge certain limitations and anomalies:

- The statistics presented in our annual outcome reports do not include data from high-value and high-output partnerships such as the Council-subsidised Cairns Art Gallery, Cairns Museum, and Cairns Indigenous Art Fair.
- Where possible, this report incorporates statistics derived from Council's grant programs for arts and cultural activities. However, it is important to note that there is a gap in the data due to the timing of grant recipient acquittals. The COVID-19 pandemic and the necessity to prioritise and reshape programming may have also led to some irregularities in data collection.
- It is important to note that the year-on-year breakdown of data in the strategy's three Priority Areas (P13) may not always reflect the actual level of involvement in each area. There are some irregularities in the tabulation of data, where information for a particular project may have been recorded under a different Priority, based on its location or if its final result was included in a main or lead project.

As mentioned above, variances and anomalies have been identified in the data collection process and it is believed these irregularities have, to a degree, underestimated the findings. Additional clarification and information can be found in Section 2.4.

The figures illustrate the extensive engagement in the wide-ranging projects, programs, and infrastructure development undertaken throughout the five-year strategic planning period. These initiatives embraced multidisciplinary methods to tackle different facets of the strategy, and a holistic and cohesive approach towards attaining its objectives.



38,372
PEOPLE ACTIVELY PARTICIPATED



1,586
PEOPLE VOLUNTEERED THEIR SKILLS AND TIME

2.1 Overall Engagement



2,147,932
PEOPLE WERE AUDIENCE MEMBERS

2,194,090
TOTAL ENGAGEMENT ACROSS THE FIVE-YEAR PLANNING CYCLE



6,171
SHORT-TERM EMPLOYMENT OPPORTUNITIES WERE CREATED



29
LONGER-TERM EMPLOYMENT OPPORTUNITES WERE CREATED

2.2 Year-on-Year Statistics

The below figures illustrate the year-on-year contrasts in engagement within projects, programs and infrastructure development carried out over the five years. Variations can largely be explained by the impact of COVID-19, as events, venues and organisations were affected by lockdowns and border closures in 2020 and 2021, and to a lesser extent in 2022. Note also that the 2018/19 (Year 1) reporting year included 3 months of data from the previous financial year and the large-scale Commonwealth Games 2018 Festival. For further clarification, please refer to section 2.4 (Notes to Year-on-Year Statistics).

	YEAR 1 (2018/2019)	YEAR 2 (2019/2020)	YEAR 3 (2020/2021)	YEAR 4 (2021/2022)	YEAR 5 (2022/2023)	TOTAL
PARTICIPANTS	9,240	7,949	4,689	7,755	8,739	38,372
AUDIENCE	723,789	244,891	177,177	442,510	559,565	2,147,932
VOLUNTEERS		406	332	351	497	1,586
EMPLOYMENT SHORT TERM	2,322	977	644	1,104	1,124	6,171
EMPLOYMENT LONG TERM	14	7	5	1	2	29

2.3 Year-on-Year Statistics across the Three Priority Areas

The information below shows the levels of engagement observed each year in the strategy's three priority areas. As expected, there is a high level of engagement in Priority Areas 1 and 3, which focus on both hard and soft infrastructure, as well as programs, events, and activities designed to encourage visitation and participation. It's important to mention that there are some irregularities in the data, such as projects and programs in Priority 2 that have created opportunities for audience members, participants, volunteers, or employment in a 'lead' project. An example is the production and staging of *Beginnings* as part of the Commonwealth Games 2018 Festival, where participant and employment data has been included in the figures for the Commonwealth Games Festival in Priority 1, while audience figures have been collected for Munro Martin Parklands statistics in Priority 3.

	PRIORITY 1: Infrastructure, Resources & Skills					PRIORITY 2: Culture, Heritage & Place					PRIORITY 3: A Robust Cultural Economy				
	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
ACTIVE PARTICIPATION	4,841	2,311	2,043	2,681	3,331	318	664	1,197	527	658	4,081	4,974	1,449	4,547	4,750
AUDIENCE	543,900	140,616	47,184	81,114	110,677	429	1,322	1,899	2,502	5,224	179,460	102,953	128,094	358,894	443,664
VOLUNTEERS		262	270	232	289		30	31	22	33		114	31	97	175
SHORT-TERM EMPLOYMENT	1,769	160	156	359	315	79	13	29	20	33	474	804	459	725	776
LONG-TERM EMPLOYMENT	14	6	0	1	0	0	0	2	0	1	0	1	3	0	1
TOTALS YEARLY FIGURES	550,524	143,355	49,653	84,387	114,612	826	2,029	3,158	3,071	5,949	184,015	108,846	130,036	364,263	449,366
PRIORITY TOTALS	942,531					15,033					1,236,526				
TOTAL ENGAGEMENT 2018/2022 - 2,194,090															

2.4 Notes to Year-on-Year Statistics

The following section of the report provides details on the variations observed during the implementation of the strategic plan.

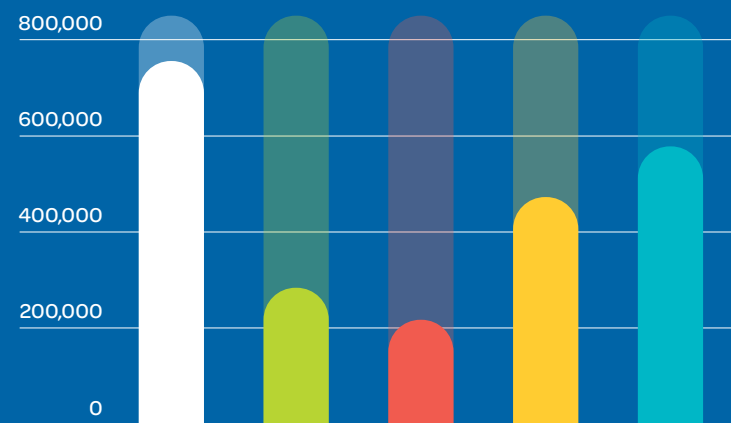
PARTICIPATION AND AUDIENCE

- **Year 1 (2018/19)** generated the highest levels of active participation and audience attendance over the five-year planning cycle. It should be noted that the Year 1 reporting year included 3 months of data from the previous financial year, the opening of the new Cairns Performing Arts Centre, as well as the large-scale Commonwealth Games 2018 Festival. The top five contributors to engagement were: Cairns Festival; participants and audiences associated with Council's grants program supporting community-driven arts and cultural activities; TANKS exhibition and public programs; Commonwealth Games Festival 2018; CPAC and Munro Martin Parklands (MMP) program.
- **Year 2 (2019/20)** experienced a decline in participation and audience numbers due to the emergence of COVID-19 and the suspension of many planned activities. There was a decrease of approximately 13.9% in participation rates and a massive 66% decrease in audience numbers compared to the previous year. The top five contributors to engagement were: Cairns Festival; CPAC and MMP programs; TANKS exhibition and public programs; participants and audiences associated with Council's grants program supporting community-driven arts and cultural activities; and Vibrance Magazine.
- **Year 3 (2020/21)** international and national border closures, venue restrictions and event cancellations resulted in a further 41% decrease in participation rates and a 2765% decrease in audience numbers compared to the previous year. Recovery strategies began to re-engage local audiences with all local programming and live streaming. The top five contributors to engagement were: CPAC and MMP programming and recovery concert series; TANKS exhibition and public programs; participants and audiences associated with Council's grants program supporting community-driven arts and cultural activities; Court House Gallery program; and Vibrance Magazine.
- **Year 4 (2021/22)** witnessed a 65% increase in participation rates and a massive 149.75% increase in audience numbers compared to the previous year, as lockdowns eased, some national borders re-opened and audience confidence returned. The top five contributors to engagement were: participants and audiences associated with Council's grants program supporting community-driven arts and cultural activities; the continuation of MMP and CPAC recovery concert series; Cairns Festival; Court House Gallery program; and TANKS exhibition and public programs.
- **Year 5 (2022/23)** saw a further 12.68% increase in participation rates and 26.45% increase in audience numbers from the previous year with the full easing of lockdowns, the opening up of national and international borders, and audience confidence at its highest level since the pandemic began. The top five contributors to engagement were: TANKS exhibition and public programs; participants and audiences associated with Council's grants program supporting community-driven arts and cultural activities; Cairns Festival; CPAC and MMP programs; and Vibrance Magazine.

PARTICIPATION



AUDIENCE



● YEAR 1 ● YEAR 2 ● YEAR 3 ● YEAR 4 ● YEAR 5

EMPLOYMENT OPPORTUNITIES

- Year 1 (2018/19)** generated the highest levels of employment opportunities, noting that the Year 1 reporting year included 3 months of data from the previous financial year and the large-scale Commonwealth Games 2018 Festival. The top five contributors to short and long-term employment were: CPAC and the Court House Gallery capital works which account for over 1,600 short-term jobs and 14 longer-term opportunities; employment generated from Council's grants program supporting community-driven arts and cultural activities; Commonwealth Games Festival 2018; TANKS exhibition and public programs; and Cairns Festival.
- Year 2 (2019/20)** With the emergence of COVID-19, a decline of approximately 57.9% short-term and 50% longer-term employment numbers were seen compared to the previous year. The top five contributors to short and long-term employment were: capital works projects including the Court House Gallery refurbishment and Stage 2 of MMP upgrade; CPAC operations (1 full-time and 5 casual positions); Cairns Festival; CPAC and MMP programs; and TANKS exhibition and public programs.
- Year 3 (2020/21)** With the continuation of snap lock-downs, travel and venue restrictions affecting the delivery of live performances and large-scale events, there was a further decline of 34.08% in short-term employment and 28.57% in longer-term employment from the previous year. Recovery strategies began to re-engage local audiences with all local programming and live streaming. The top five contributors to short and longer-term employment were: MMP and CPAC programming and recovery concert series; employment generated from Council's grants program supporting community-driven arts and cultural activities; TANKS exhibition and public programs; the official opening of the Court House Gallery; and Public Art.
- Year 4 (2021/22)** witnessed a massive 71.42% increase in short-term employment compared to the previous year as some national borders reopened and audience confidence returned. While only 1 long-term position was created, the top five contributors to short-term employment were: the continuation of MMP and CPAC recovery concert series; employment generated from Council's grants program supporting community-driven arts and cultural activities; TANKS exhibition and public programs; Cairns Festival; and Cairns Children's Festival.
- Year 5 (2022/23)** The full easing of lockdowns and the opening up of national and international borders saw a small 1.8% increase in short-term employment and 2 long-term employment opportunities created. The top five contributors to short and longer-term employment were: employment generated from Council's grants program supporting community-driven arts and cultural activities; TANKS exhibition and public programs; MMP & CPAC programs; Cairns Children's Festival; and Cairns Festival.

SHORT TERM EMPLOYMENT OPPORTUNITIES GENERATED



LONG TERM EMPLOYMENT OPPORTUNITIES GENERATED

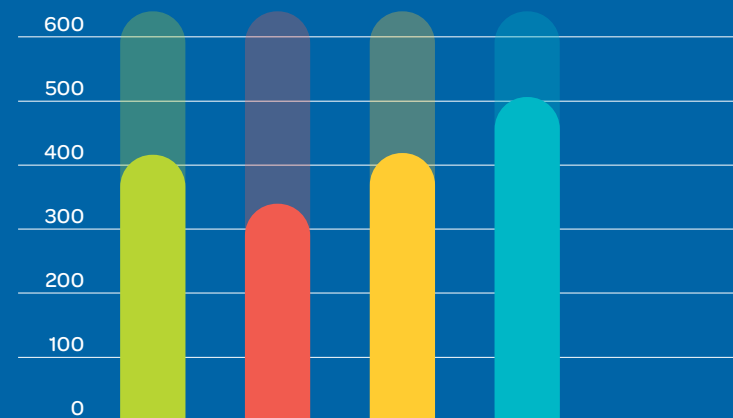


● YEAR 1
 ● YEAR 2
 ● YEAR 3
 ● YEAR 4
 ● YEAR 5

VOLUNTEERS

- **Year 1 (2018/19)** No volunteer data was recorded in Year 1. This shortcoming in the reporting system was rectified in the following years of the strategic planning cycle.
- **Year 2 (2019/20)** An estimated 406 people volunteered their skills and time. The top five projects and programs supported by volunteers were: volunteers associated with CRC's grants program supporting community-driven arts and cultural activities; Arts and Cultural In-kind Assistance Program; Arts and Cultural Infrastructure Grant; Creative Life Arts and Events Volunteer Program; Shadows of the Past Theatrical Tour of McLeod Street Pioneer Cemetery.
- **Year 3 (2020/21)** An estimated 332 people volunteered their skills and time (a decrease of 18.23% from the previous year). The top five projects and programs supported by volunteers were: volunteers associated with CRC's grants program supporting community-driven arts and cultural activities; Creative Life Arts and Events Volunteer Program; Cairns Children's Festival; Shadows of the Past Theatrical Tour of McLeod Street Pioneer Cemetery; and Understory Film Festival.
- **Year 4 (2021/22)** An estimated 351 people volunteered their skills and time (an increase of 5.7%). The top five projects and programs supported by volunteers were: volunteers associated with CRC's grants program supporting community-driven arts and cultural activities; Creative Life Arts and Events Volunteer Program; Cairns Festival; Cairns Children's Festival; and MMP concert series.
- **Year 5 (2022/23)** An estimated 497 people volunteered their skills and time (an increase of 41%). The top five projects and programs supported by volunteers were: volunteers associated with CRC's grants program supporting community-driven arts and cultural activities; Creative Life Arts and Events Volunteer Program; Court House Gallery program; Cairns Festival; and Cairns Children's Festival.
- It is important to note that the estimated economic benefit of volunteer services to Council's programming and service delivery over the past five years is approximately \$1.2m, calculated by assuming that each year the abovementioned volunteers worked one hour per month and based on the national minimum wage per hour income.

VOLUNTEERS

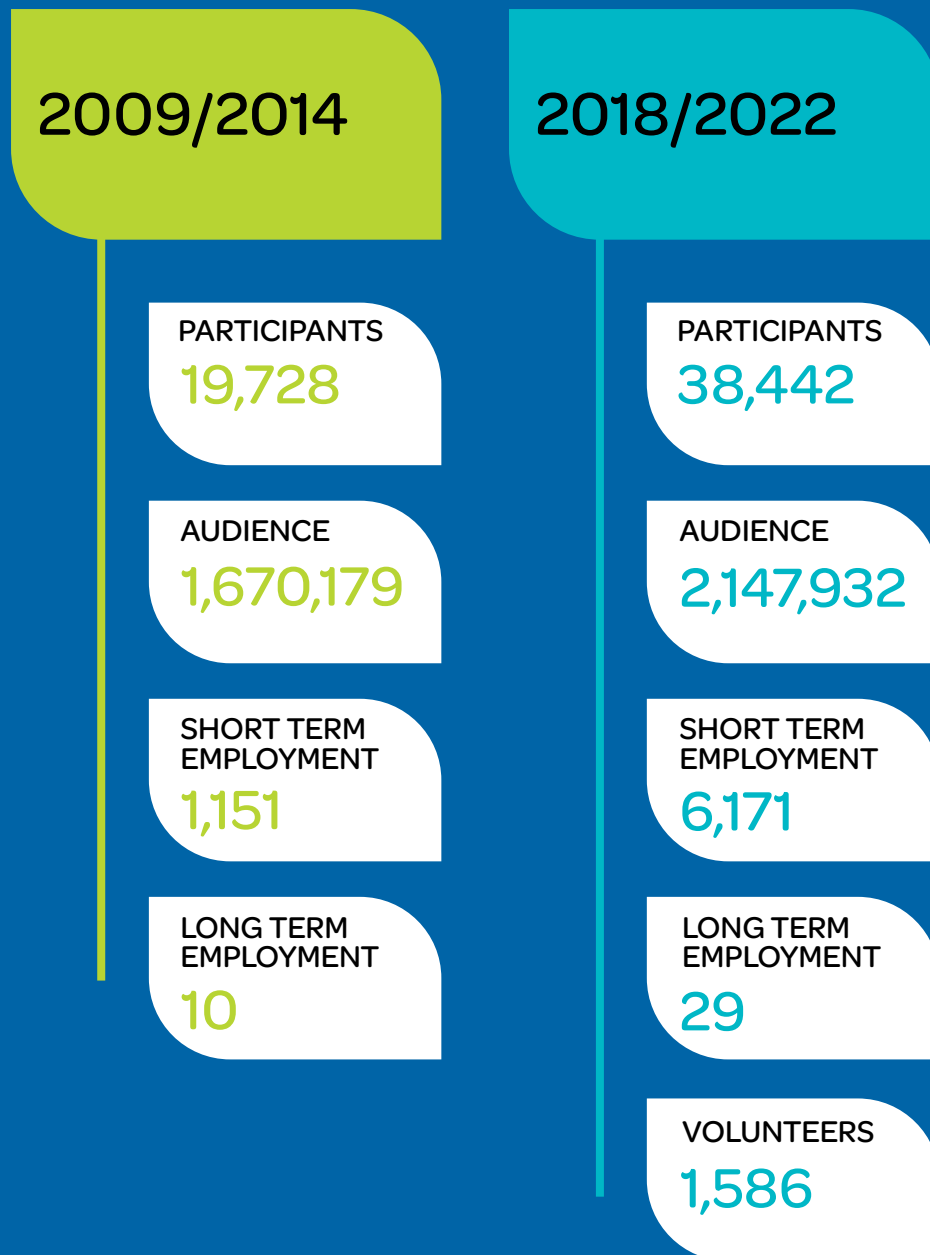


● YEAR 2 ● YEAR 3 ● YEAR 4 ● YEAR 5

2.5 Comparisons between Cultural Planning Cycles

Comparison across the two 5-year planning cycles shows a marked increase in the level of engagement in terms of active participation, audience and attendances, as well as short and long-term employment opportunities. Volunteer numbers were not captured in the evaluation of the 2009/14 years.

The construction and programming of significant infrastructure projects like the Cairns Performing Arts Centre (CPAC), Munro Martin Parklands, and the Court House Gallery have been catalysts for achieving these results. These projects have successfully transformed into lively and dynamic destinations. In addition to this, the 2018 Commonwealth Games 12-day art and cultural program in Cairns, and the continuous growth of the City's arts and cultural festivals and events has attracted visitors, generated employment, and encouraged greater participation.



2.6 Council's Investment in the Arts and Culture 2019-2023

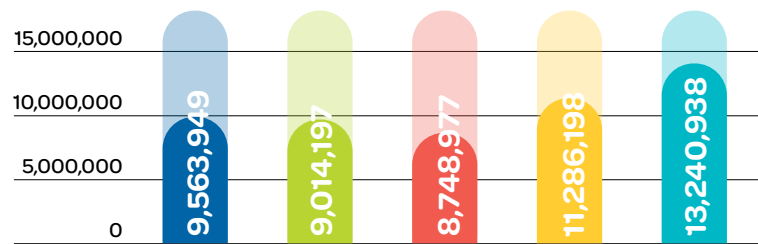
The below investment is testament to Council's commitment to growing the City's presence as a hub for artistic and cultural expression. Operational and capital expenditure over the past five years equates to more than \$68m. Over the course of the five-year planning cycle, Council has secured about \$26m in grant funding. This injection has played a crucial role in driving the development of prominent infrastructure and valuable assets, along with new events and the specialist staff to effectively support and facilitate Council's vision.

Strategy for Culture and the Arts 2022

Vision

"In a region that is celebrated for its unique environment and diverse peoples, Cairns is a vibrant city with a high level of creative excellence, where culture and the arts are reflected in our everyday lives"

OPERATIONAL EXPENDITURE



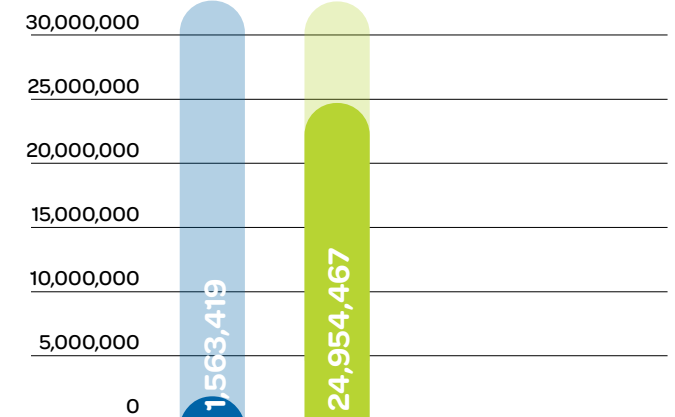
CAPITAL EXPENDITURE



TOTAL EXPENDITURE \$68,129,162



STATE & FEDERAL GRANT INCOME 2018/2023

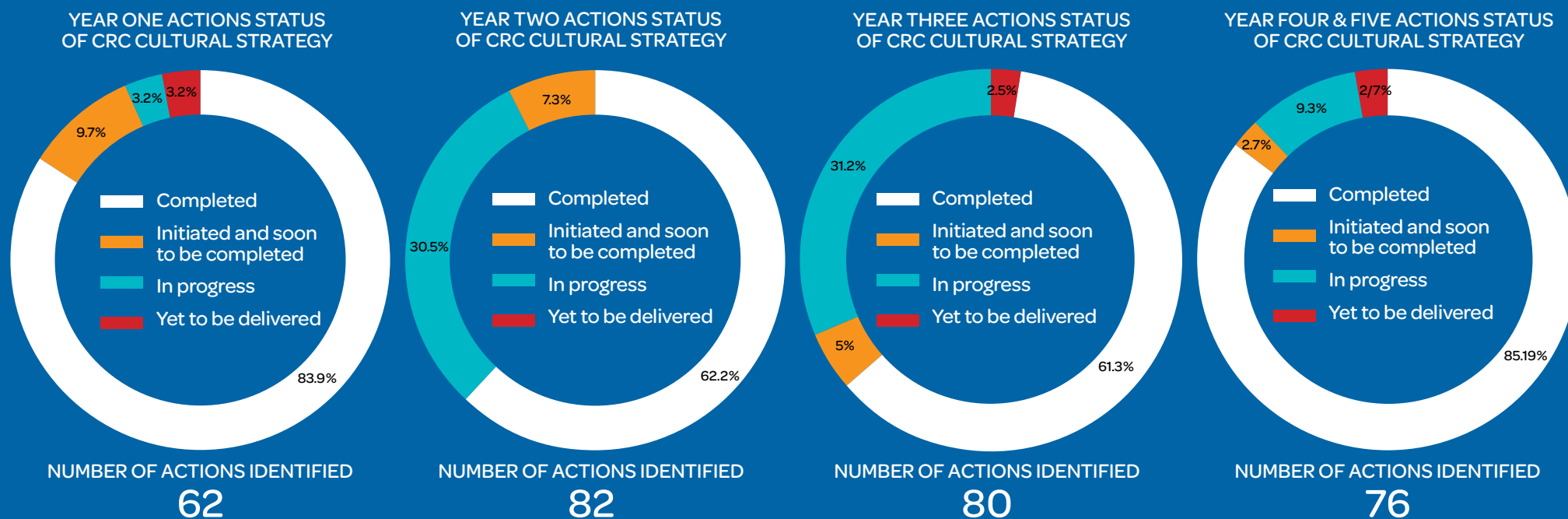


TOTAL GRANT INCOME \$26,517,886,87



2.7 Implementing Strategic Actions

The Strategy's Action Plan guided the implementation of key annual objectives. The below chart provides an overview of the targets that were accomplished over the five-year cycle.



Years two and three were significantly affected by the COVID-19 Pandemic. Many planned events, exhibitions, and performances were cancelled or postponed, resulting in a decline in actions that were 'completed to a tangible outcome' and a rise in projects that were 'in progress'.

Despite these challenges, efforts were made to adapt to the conditions. This included the development of online platforms for virtual exhibitions and performances, the creation of digital

content, and the provision of financial assistance to affected artists and cultural organisations.

Overall, with only a minimal percentage (3%) of actions left incomplete, the set targets have virtually been successfully reached.

Incomplete or yet to be delivered items are further discussed in Section 6 (Insights, Observations and Recommendations).

3. Delivering Outcomes

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.

The following section offers a glimpse into the notable achievements. While not comprehensive, it provides a condensed view of some of the most meaningful results that exemplify the strategy's impact.

Refer to Addendum 1 for 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.

PRIORITY 2

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

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

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.

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.

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.

KEY OUTCOMES PRIORITY ONE

What we wanted to see by 2022:

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

Cairns Performing Arts Centre: 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.



Court House Gallery: 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.



Munro Martin Parklands: Since its redevelopment in 2016, Munro Martin Parklands has become the most popular outdoor venue in Cairns. The green proscenium stage, the largest in Australia has hosted world-class 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.



Cairns Gallery Precinct: 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.



KEY OUTCOMES PRIORITY ONE

What we wanted to see by 2022:

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

Tanks Art Centre Multi-Artform

Residency Program

caters to a range of arts practitioners including visual arts, music, writing, performance, multi-media and community cultural development.



Court House Gallery Curators

Symposium and a Taste of Culture

Series offered workshops and opportunities for the arts community to come together, share ideas and discuss future projects.



The Understory

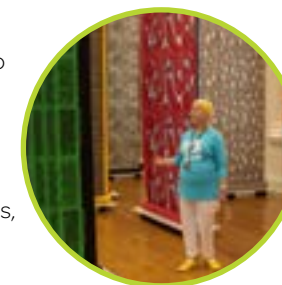
Symposium

is a vital component of the Understory Film Festival designed to stimulate discussion, knowledge-sharing and cross-artform and cross-sector collaboration.



The Creative Life Volunteer Program

is a valuable and growing network of people in the community who contribute to the success of Council's galleries, festivals, and events.



What we wanted to see by 2022

The arts and cultural grant program supported a multi-dimensional range of initiatives, with the full suite of grants circulating around \$2.8m in funding across 340 projects. The grants were designed to build and sustain the viability and productivity of community-based organisations, and enhance the capacity and capability of local artists, as well as cultural and creative practitioners.

IN-KIND
\$219,687

ARTS &
CULTURAL
INFRASTRUCTURE
\$344,067

COMMUNITY
PARTNERSHIPS
EVENTS
(Producing Cultural &
Creative Content)
\$1,252,188

RADF
\$1,063,479

KEY OUTCOMES **PRIORITY TWO**

What we wanted to see by 2022:

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

Cairns City Centre Master Plan

adopted by Council in 2019 to guide the ongoing evolution of public spaces within the Cairns City Centre through five key public space project opportunities.



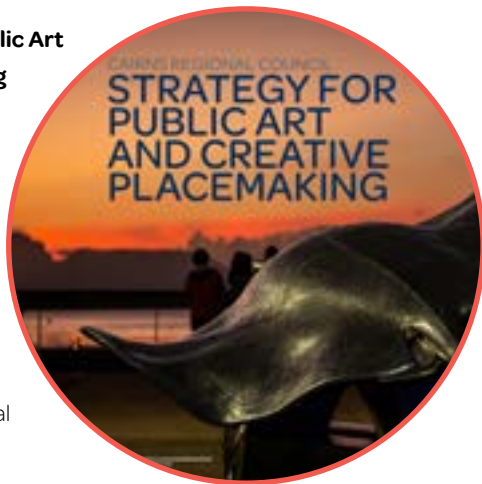
Streetscape Master Plan for Palm Cove

endorsed by Council in 2022 to guide renewal and development of the foreshore, including opportunities for creative placemaking and public art.



Strategy for Public Art and Placemaking

adopted by Council in 2020 to promote the integration of public art and creative processes into Council's urban design and renewal projects.



Cairns & Great Barrier Reef Event Strategy 2025

updated and endorsed by Council in 2022 to deliver strong collaboration between Council, Tourism Tropical North Queensland and Tourism and Events Queensland.

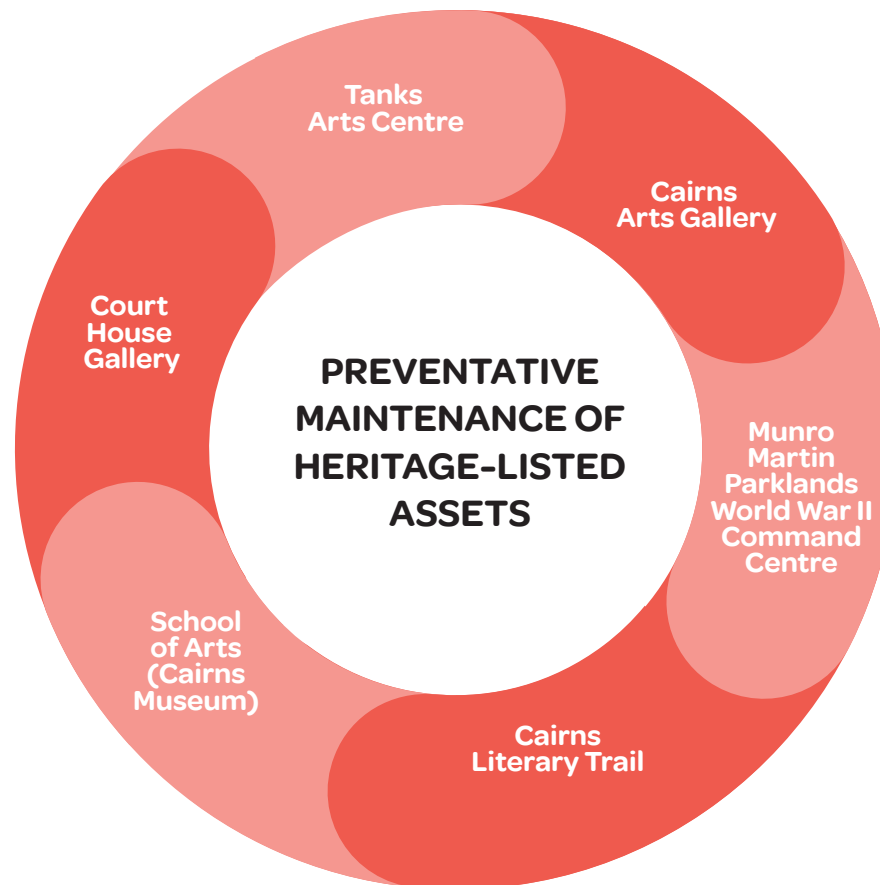


KEY OUTCOMES **PRIORITY TWO**

What we wanted to see by 2022

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

Effective Preventative Maintenance: Ongoing preventative maintenance across the region's shared and significant cultural heritage and historical assets has been undertaken in accordance with conservation management plans.



KEY OUTCOMES **PRIORITY TWO**

What we wanted to see by 2022

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

Collaboration and Partnerships: 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:

ANNUAL CIAF PROGRAM Tanks Arts Centre & Court House Gallery

A TASTE OF CULTURE WORKSHOP SERIES Umi Arts & Court House

MASTER PLANNING Cairns Gallery Precinct & Court House Gallery

PAST, PRESENT, FUTURE EXHIBITION Court House Gallery

JINA'S JOURNEY Miriki Performing Arts & CPAC

PUBLIC ART INSTALLATIONS Shields Street Heart

PASSING THE TORCH Giringun Aboriginal Art Centre

BILLUM STORIES EXHIBITION Court House Gallery

WOVEN Sounds of AustraNesia & CPAC

HOT BROWN HONEY Creative Development & CPAC

COLOURFUL COUNTRY Pompokuraaw Art and Culture Centre

MIXED BLOOD EXHIBITION Tanks arts Centre

KEY OUTCOMES PRIORITY THREE

What we wanted to see by 2022:

A national and international reputation as a vibrant hub for Indigenous culture and creative expression.

Purpose-built Gallery:

Stages 4 and 5 of the Cairns Gallery Precinct include 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 expose authentic Indigenous art to national and international audiences.

Outcome-focused Partnerships:

Supporting First Nations creative industries has been realised across Council's flagship venues. The Court House Gallery, CPAC, MMP and the Tanks Arts Centre have each seeded the development, presentation and promotion of a diverse range of exhibitions, public art, theatre, fashion, festivals, artist talks and workshops.

Supporting Signature Aboriginal and Torres Strait Islander Festivals and Celebrations:

The on-going 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

Advocacy and Collaboration:

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.

KEY OUTCOMES PRIORITY THREE

What we wanted to see by 2022:

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

Commonwealth Games Festival 2018: The State granted Council \$1,400,000 (excl GST) 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.



Cairns Festival: Continued investment in Cairns Festival via innovative and contemporary programming as well as development of partnerships that attract new work, provided opportunities for creative exchange and fusion of local, national and international influences.



Understory Film Festival: The annual film event for North Queensland filmmakers has grown from strength to strength and will celebrate 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.



Cairns Summer Sounds: 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.



KEY OUTCOMES PRIORITY THREE

What we wanted to see by 2022:

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

The Cairns Arts and Culture Map:

Launched in 2018, the Cairns Arts and Culture Map is 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.



Vibrance magazine: 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.



4. Measuring Our Success

PRIORITY 1

Measures Met

Intrinsic

- Community satisfaction
- Exposure to knowledge, skills & experience
- Sector confidence, resource sharing, networking & connectivity.

Instrumental

- Accessible & affordable facilities commensurate with needs and expected growth of the Cairns community
- Increased collaborations, partnerships & networking across the sector.
- Increased sector sustainability, capacity & capability.

Institutional

- Increased investment in step with infrastructure needs & aspirations of the community
- Improved capacity, usage & promotion of cultural facilities
- Effective frontline services that focus on community engagement & communication.

PRIORITY 2

Measures Met

Intrinsic

- Appreciation of the region's Indigenous & multicultural history
- Connection to place & strong cultural identity
- Visible, engaging, accessible & vibrant spaces & places.

Instrumental

- Increased protection, conservation & promotion of the region's heritage assets & contemporary collections
- Reinvigorated culture-led revitalisation of urban spaces & places
- Increased cross-cultural and cross-artform exchange.

Institutional

- Effective & best practice preventative maintenance of significant heritage assets
- Improved collaboration and partnerships in place-making, urban planning, public art and interpretive projects
- Improved participatory processes for promotion & interpretation.

PRIORITY 3

Measures Met

Intrinsic

- Creative excellence, innovation & enrichment
- Growing appetite & expectation for quality contemporary works, programs & products
- Ability to project our arts and cultural brand nationally & internationally.

Instrumental

- Increased cultural and creative export flowing from the region
- Increased profile as a city of the arts, growth in audience numbers & employment opportunities
- Increased demand for creative product unique to Cairns.

Institutional

- Strategies & resources in place to guide economic development
- Programming that attracts new audiences
- Increased cross-departmental and cross-government, corporate and business sector partnerships & collaboration.

Determining the strategy's impact and effectiveness has been an important element in the planning process.

Evaluation metrics were established for each of the priority areas of the strategic plan, based on three fundamental values: *Intrinsic values*, evaluating the strategy's impact on delivering meaningful, innovative, and enriching experiences; *Instrumental values*, assessing the strategy's effectiveness in enhancing or increasing outcomes like collaborations, partnerships, audience numbers, and employment opportunities; and *Institutional values*, reviewing Council's performance in terms of the processes, methods, and approaches used to create value for the community.

Addendum (2) contains a full *Key Performance Indicators Report* prepared by external consultant, Dr Julie Carmody.

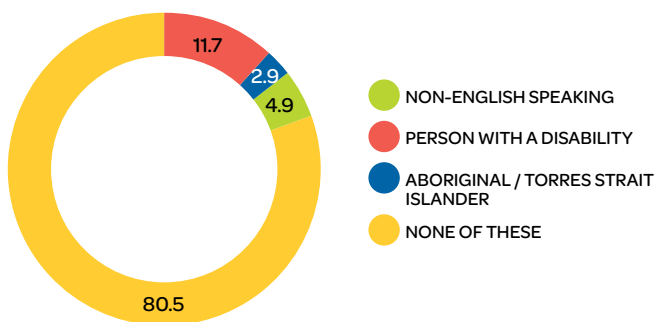
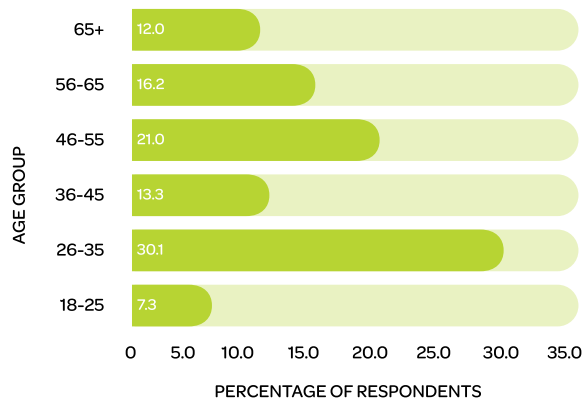
Carmody's findings, coupled with the outcomes identified in this report, reveal successful achievement of the following:

- **Intrinsic Measures** - a positive trend and pleasing level of enrichment, appreciation, new knowledge and satisfaction
- **Instrumental Measures** - an increase in hard and soft infrastructure, collaborative partnerships, culture-led revitalisation, audience and employment numbers
- **Institutional Measures** - a heightened dedication and commitment to prioritising, revitalising and sustaining the cultural life in Cairns.

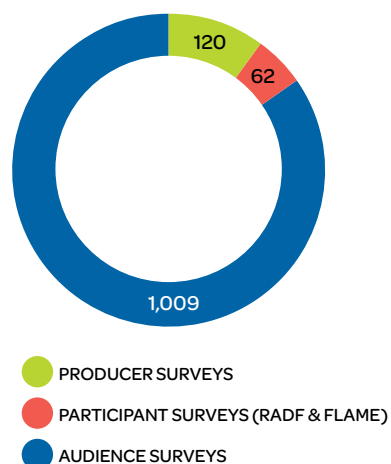
4.1 Snapshot of Survey Results

The following section of the report provides a summary of the results obtained from 14 surveys involving audiences, producers, and participants engaged in various projects, programs and activities implemented by the strategy. Surveys were conducted across a range of festivals, events, performances and grant activities over the course of the five years, with a total of 1,191 responses received.

DEMOGRAPHIC PROFILE OF RESPONDENTS



RESPONSES RECEIVED



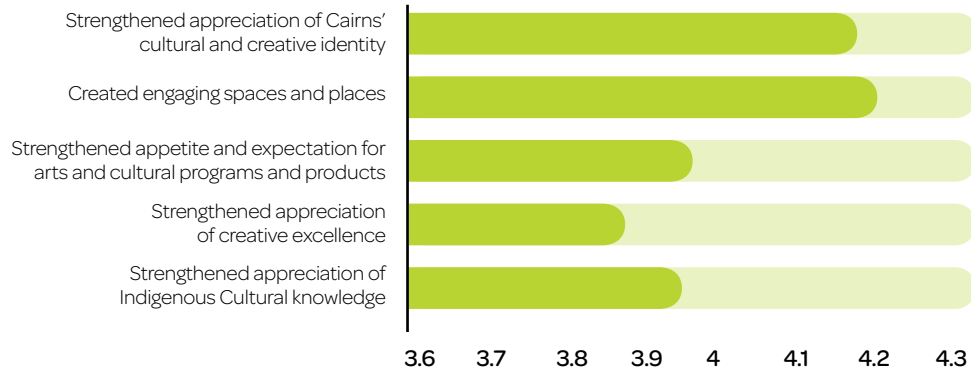
AUDIENCE SURVEY
Beginnings - A Musical Story of Cairns (2018)
Cairns Festival (2018)
Wicked (2019)
Covid Live Recovery (2020)
Understory Film Festival (2020)
Cairns Children's Festival (2021)
PRODUCER SURVEY
Beginnings - A Musical Story of Cairns (2018)
Cairns Festival (2018)
Beyond the Waves (2020)
Cairns Children's Festival (2021)
Tank 4 Exhibition (2021)
Court House Gallery (2023)
PARTICIPANT SURVEY
RADF Program (2021)
Grant Recipient Flame Arts (2023)

SUMMARY OF SURVEY RESULTS

Experience, Enrichment and Appreciation

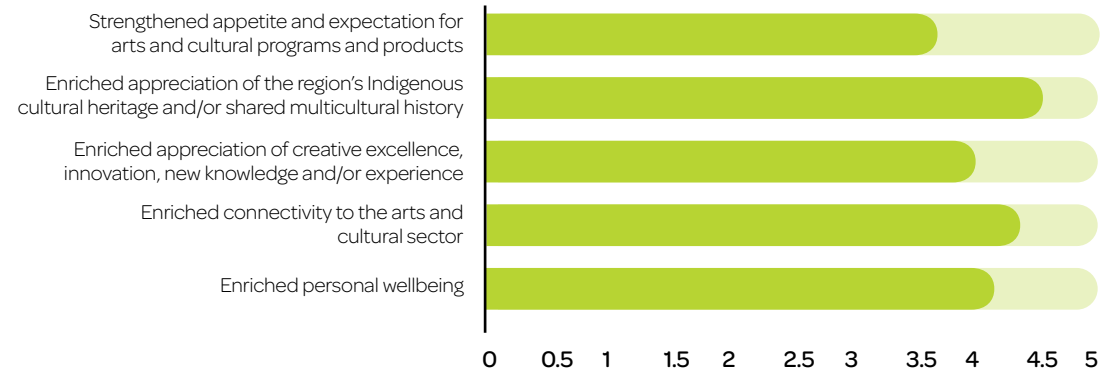
AUDIENCE

Attending an event enriched personal experience



PRODUCERS AND PARTICIPANTS

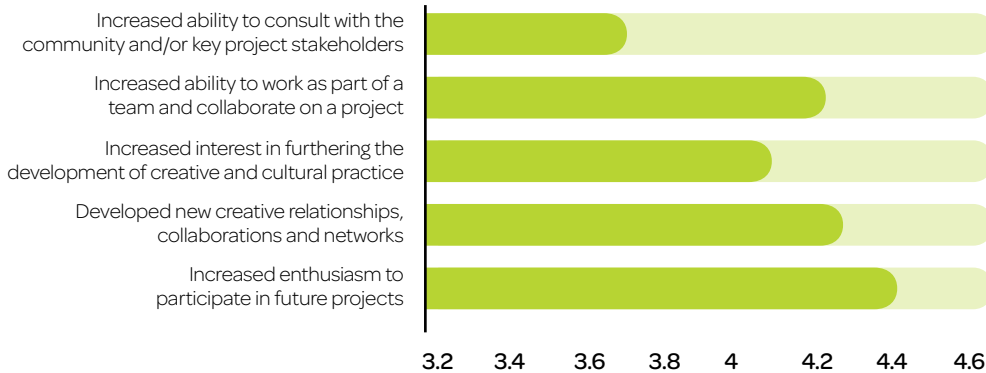
Involvement in event enriched personal experience



Exposure to New Knowledge, Skills and Experiences

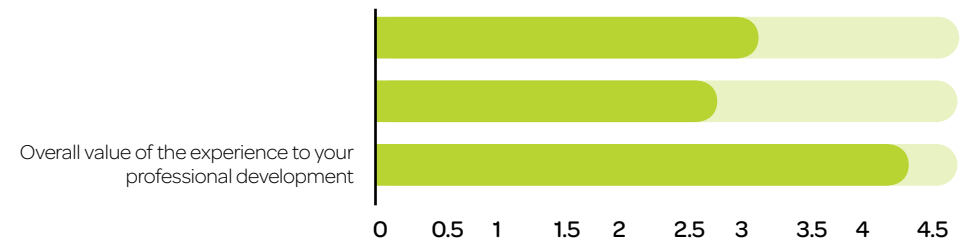
PRODUCERS AND PARTICIPANTS

Involvement in activity enhanced professional development



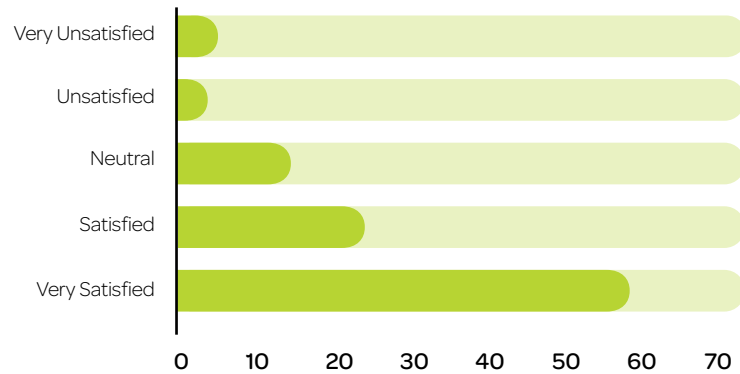
PRODUCERS AND PARTICIPANTS

Value of professional development experience

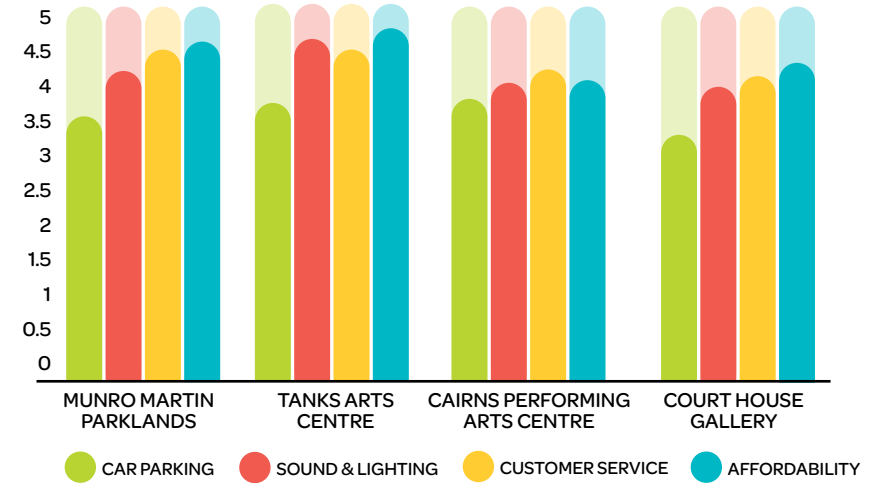


Satisfaction

PRODUCERS AND PARTICIPANTS
Satisfaction with the management of the project or activity
(customer service, professionalism of staff, communication, promotion etc)

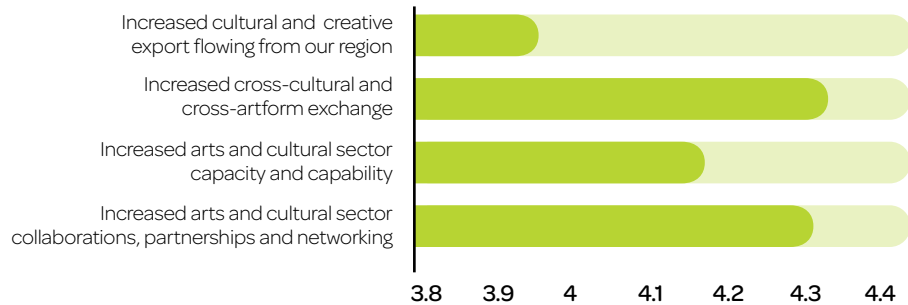


AUDIENCE
Satisfaction with the venue



Benefits

PRODUCERS AND PARTICIPANTS
Benefits to local arts, culture and creative industry



AUDIENCE, PRODUCERS AND PARTICIPANTS
Value of activity or intervention



5. Internal and External Factors and Trends

This section summarises some of the dynamics influencing the implementation and delivery of the strategy, and playing a pivotal role in shaping its outcomes and determining its success.

Without a doubt, the COVID-19 Pandemic was one of the primary challenges. The global arts and recreation services sector faced unprecedented obstacles between 2019 and 2021.

Across Australia and here in Cairns, the cancellation of festivals, cultural events, live performances and creative projects had a devastating effect on the sector. This highlights the importance of imbedding economic and sustainability factors in future planning priorities.

This major disruption to 'business as usual' has triggered a tangible shift in all sectors of the arts and cultural field over the past few years. The unified voice of the cultural and creative sector, together with Parliamentary Enquiries, has played a crucial role in implementing new public policies and a better understanding of the value of arts and culture. *(2)

Refer to Addendum 3 for further information.

EXTERNAL FACTORS

COVID-19 Pandemic

"The COVID-19 Pandemic has disproportionately impacted industries that are predicated on the free movement and gathering of people, including cultural and creative industries. This has prompted both significant disruption and necessitated the beginning of significant reform" *(3)

Government Policy and Funding Priorities

"Australia's Federal, State and Territory and local governments all invest in arts and culture to provide opportunities for people to access, experience and keep creating Australia's heritage and culture" *(8)

FNQ Priorities

"The regional vision for Far North Queensland is for a stronger, more liveable and sustainable community" *(12)

Sector Capacity & Engagement

"Engagement with stakeholders suggested that the breadth and significance of arts, cultural & creative activity is in a sustained period of growth" *(17)

INTERNAL FACTORS

Leadership

"There is a palpable sense that Cairns really believes in the value of aspiring to be the arts and cultural capital of Northern Australia and probably already is, given the extraordinary levels of investment that underpin this branding" *(21)

Strategic Direction

"We need to look to the future and plan for the next phase of growth. Good design and planning will help us protect and embrace many of the things that make Cairns special: our unique environment, economic, social and cultural values" *(23)

Capacity and Capability

"Stakeholders in the field recognise the Cairns Regional Council as a critical enabler and partner in delivering cultural and artistic expression to its constituents" *(27)

6. Insights Observations and Recommendations

The following section explores key findings and recommendations derived from the input of the arts and cultural sector as well as Council's Creative Life Team.

The comments have been categorised into four distinct themes. The purpose of these insights and observations is to provide direction and influence for future strategic planning initiatives.



Insights and Recommendations: Cultural Leadership

6.1.1 Impact and Value

RECOMMENDATIONS

- Promote the results and accomplishments of the five-year plan to recognise the progress that has been achieved and acknowledge the efforts of those involved in achieving these outcomes
- Continue to invest in strategic evaluation platforms and imbed a consistent and value-based metric framework into future plans.
- Gain a comprehensive understanding of audience segments and their aspirations, identify any areas of improvement, and create a program that effectively engages existing audiences while also finding ways to cultivate new ones.
- Utilise an industry-recognised, well-respected and well-tested model such as Culture Counts, to streamline, modernise and professionalise the current evaluative system.

SECTOR INSIGHTS

Awareness of the Cairns Regional Council's contribution to capital infrastructure is high amongst the stakeholder group. (SoARTS Report 2020)

Council in-kind support to facilities and soft infrastructure is critical in allowing some viability for arts and culture activities. (SoARTS Report 2020)

The establishment of the Court House Gallery, by the Council, has engendered an increased infrastructure for curatorial practice that has included projects with Cairns Art Gallery, UMI Arts and others. (SoARTS Report 2021)

The Council's Flame.Arts program engages a network that has included NorthSite Contemporary Arts and Regional Excellence in Arts and Culture Hubs (REACH) with a focus on emerging professional practice and pathways for entry into the sector. (SoARTS Report 2021)

OBSERVATIONS

- Council has allocated significant resources, both in terms of budget and human capital, to gather baseline data, conduct surveys, perform economic analysis, and partner an independent study on the state of the arts in Cairns. These efforts have been achieved in parallel with the entire five-year cycle of the strategy. By involving external experts, Council has ensured that research and analysis are unbiased and reliable, and that the goals and objectives outlined in the five-year strategy are informed by a deep understanding of the local arts sector and its potential for growth and development.
- The place-based and participatory approach to planning has generated in-depth consultative engagement with the sector, shaped the strategic objectives of the five-year plan and enabled a road map for decision-making and investment in the arts and culture. This inclusive approach has not only ensured that the plan reflected the needs and aspirations of the local arts and cultural community but has also fostered a sense of ownership and buy-in from stakeholders.
- Engagement and involvement in Creative Life's programs and services has significantly increased in terms of participation, audience numbers, and employment opportunities when comparing the planning cycles of 2009/14 and 2018/23. This expansion, along with feedback from surveys conducted with audience members, producers, and participants, indicate a strengthening of their appreciation and connection to Cairns and its cultural identity.
- Survey results also reveal that the local arts and culture industry has experienced significant advantages through cross-cultural and cross-artform exchange, as well as collaborations and networking opportunities. These have played a crucial role in strengthening the sector's capacity and capability.
- For audiences and the wider community, survey results show valuable outcomes such as enhanced community wellbeing, a deeper appreciation of the region's Indigenous and shared multicultural history and a greater admiration for creativity and innovation. This all indicates an engaged community that has a keen interest in, and appetite for the arts and cultural experiences.
- The strategy's impact and effectiveness has led to an increased level of commitment from Council in prioritising, revitalising, and sustaining the cultural life in Cairns. These outcomes have been greatly influenced by the involvement of partners, sponsors, contributors, volunteers, and stakeholders. Their support and collaboration have been essential in shaping and achieving goals.

Insights and Recommendations: Cultural Leadership

6.1.2 Alignment with Corporate Objectives

RECOMMENDATIONS

- Imbed creative-led recovery objectives into Council’s Disaster Management response.
- Ensure future strategies for the arts and cultural development are in harmony with the objectives and priorities of Towards 2050, and in step with the community’s long-term aspirations.
- Ensure future strategies for the arts and cultural development are aligned with Federal, State and FNQ regional priorities.

SECTOR INSIGHTS

The Council’s five-year Strategy for Culture and the Arts 2022 is one of the most detailed and ambitious plans in a regional centre, with consultation and development occurring in tandem with its Corporate Plan 2017-2022. (QUT Digital Research Centre Australian Cultural and Creativity: A Population and Hot Spot Analysis, Cairns Report 2019)

The Cairns Regional Council’s Strategy for Culture and the Arts 2022 (CRC 2018) is a strategic vision that supports and stimulates the creative vitality of the Cairns region, as well as promoting and perpetuating the broad artistic and cultural heritage of the people of Cairns. (SoARTS Report 2020)

Insights into the long-term viability of the Culture, Arts and Creative Industries in the Cairns region is a vital mechanism from which Cairns Regional Council intends to shape its cultural and economic policy direction. (SoARTS Report 2019)

OBSERVATIONS

- The Strategy for Culture and the Arts 2022 was formulated to align with Council’s 2017-2022 Corporate Plan which sought to create a vibrant, inclusive and healthy community with access to services and facilities that reflect the unique character and needs of the community. The synchronisation of planning cycles provided a valuable opportunity to incorporate the region’s cultural and artistic priorities into Council’s core business.
- There is no doubt that the Strategy for Culture and the Arts 2022 has successfully supported and enriched the 2017-2022 Corporate Plan’s strategic goals for community and cultural development by:
 - Supporting a rich and diverse culture through the provision of accessible public facilities and community initiatives
 - Promoting Cairns as the leading hub for arts and culture in Northern Australia
 - Enhancing vibrancy within the community through a range of engaging events and activities
 - Providing support to various social and community groups
 - Recognising, sharing and celebrating the significance of culture, heritage and place.
- Arts and culture in Cairns are now also being actively promoted and supported in other corporate goals, including Council’s Economic Development Strategy 2022-2026, the Towards 2050 growth strategy, and the Cairns COVID-19 Local Recovery Plan. These initiatives highlight the recognition of the arts and cultural sector as a valuable asset for Cairns. By promoting and investing in this sector, Council aims to enhance the profile and economic viability of the region as well as creating a vibrant and thriving community for both locals and visitors to enjoy.
- The outstanding progress accomplished in the past five years establishes a solid groundwork and a lasting testament to Council’s present ambitions for a sustainable, globally connected city, propelled by innovation and adaptability, and celebrated for the desirable lifestyle cherished by the community. *(28)

Insights and Recommendations: Cultural Leadership

6.1.3 Institutional Capacity

RECOMMENDATIONS

- Leverage the innovative solutions developed during the pandemic to support the growth of artists, cultural institutions, and the broader cultural community.
- Enhance collaboration and engagement across sectors to leverage growing sector unity and interaction.
- Initiate pause and reflect processes and mechanisms to interrogate the models of delivery to ensure fitness for purpose during a growth period.
- Integrate succession planning into future planning processes to ensure continuity and preparedness for the future.
- Target the commercial aspect of the industry to drive innovation and create tailored programs for the creative sector.

SECTOR INSIGHTS

More than 10 years of cultural policy focusing on local 'ownership' has led to belief in the 'arts and cultural capital of North Australia' culminating in the opening of Cairns Performing Arts Centre in December 2018. (QUT Cultural and Creativity: A Population and Hot Spot Analysis, Cairns Report 2019)

Cairns Regional Council Cultural Services branch implemented an inclusive and detailed consultation process during 2017-18 to inform their current Strategy for Culture and the Arts 2022. (SoARTS Report 2019)

Cairns' strong grassroots culture has been nurtured by the cultural strategy development processes of the Cultural Services branch of Cairns Regional Council, drawing strength from the participatory culture in the wider region. (QUT Cultural and Creativity: A Population and Hot Spot Analysis, Cairns Report 2019)

OBSERVATIONS

- Council implemented a rapid and proactive response to the COVID-19 pandemic through collaboration with health authorities, government agencies, businesses and social services to develop strategies and tailored support programs. By investing in the arts and events sector, Council not only contributed to the cultural vibrancy of the community but also provided economic support to artists and event organizers who were significantly impacted by the pandemic.
- Council has demonstrated strong leadership in overseeing the growth, organisation, and administration of cultural assets and services through robust and well-defined strategic and operational frameworks. This is evident from its growing financial commitment to new capital projects which have revitalised cultural life in Cairns. These capital projects not only provide a physical space for creative and cultural activities but also contribute to the economic growth of the region by attracting visitation, as well as generating revenue and opportunities for employment.
- Increased interdivisional and across-government, corporate and business sector partnerships and collaboration have supported Council's ability to deliver high-end gain and sustainable outcomes.
- The Strategy for Culture and the Arts 2022 has been shaped and influenced by the dedication and adaptability of the Creative Life team. Their skills and expertise have played a pivotal role in driving the strategy over the past five years.
- Team members have reflected on the importance of expanding staffing resources to effectively keep pace with the evolving needs of the community and maintain a leading position in the industry.
- Succession planning and preparing for the next generation and new wave of artists, audiences and participants is also a primary consideration.
- Directing attention towards the commercial dimension of the industry has also been identified as a means to stimulate innovation and foster the development of new programs and services that cater to the unique needs of the creative sector.
- Underpinning these considerations, the team recognises the value of taking time to pause and reflect on past achievements and challenges, allowing for new perspectives and a renewed outlook for the next cultural planning phase.

Insights and Recommendations: Priority One - Infrastructure, Resources & Skills

6.2.1 Grants and Funding – RADF, Community Partnerships Events, Arts and Cultural Infrastructure and In-Kind Assistance

RECOMMENDATIONS

- Adopt a comprehensive approach that gives equal importance to the immediate needs of artists and organisations, as well as laying the foundation for long-term growth and development.
- Continue to recognise the diverse voices, perspectives and experiences within the community to cultivate an inclusive cultural environment.
- Align objectives of Council’s annual arts and cultural grants program with both priority needs and the core objectives of Council’s new strategic plan for the arts and cultural development.
- Assign a portion of Council’s annual arts and cultural grants to support disaster recovery programs.
- Create more emphasis on collaborative initiatives, joint projects and initiatives that nurture partnerships and leverage additional investment opportunities.

SECTOR INSIGHTS

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)

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)

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)

OBSERVATIONS

- Council’s Annual Grants Program has resulted in the highest levels of engagement across the three priority areas of the strategy. The grants program has invested around \$2.8m in funding to support 340 multi-dimensional initiatives over the course of the 5-year strategic planning cycle. This suite of grants has played a pivotal role in fostering the growth and sustainability of community-based organisations, local artists and creative practitioners.
- The successful alignment of grant objectives with the fundamental principles and goals of the five-year strategic plan stands as a concrete and noteworthy accomplishment. This is especially apparent in the revamped and tailored annual RADF grant program, which now caters to, and focuses on the unique priorities of frequently underrepresented sectors within the community.
- Another notable addition to the Queensland Government-funded RADF program has been the establishment of a major grant category, the City of the Arts Hero Project. This has supported the advancement of larger-scale projects and products that generate exceptional and prominent work, leaving a lasting impact on those involved.
- According to SoARTS reports, Council is widely seen as accessible to the sector and committed to promoting business and project growth through its funding initiatives. The Council’s programs, which provide access to facilities and support for soft infrastructure, are crucial for specific stakeholders. The subsidised access offered by Council can greatly improve the viability of cultural activities and art projects.
- Survey results show that grant recipients placed high value on their ability to develop new artistic relationships, collaborations and networks and develop new audiences for the city’s cultural venues. *(29)
- The artists, creative professionals and cultural institutions in the region are playing a crucial role in establishing Cairns as the leading arts and cultural hub in northern Australia. Their efforts not only contribute to economic growth but also have a profound social impact on our community.
- Grants are becoming an increasingly important aspect in the sustainability of artists and organisations alike. As the region’s sector continues to expand and transform, sustainability should remain at the forefront of Council’s grants program.

Insights and Recommendations: Priority One - Infrastructure, Resources & Skills

6.2.2 Grants and Funding - Resource and Performance Agreements

RECOMMENDATIONS

- Sustain investment in major partnerships and encourage organisations who benefit from large-scale Resource and Performance Agreements to invest in strategic research and data collection that measures the economic, demographic, social, and cultural impact of their initiatives.
- Work with partners towards a common vision and optimise mutual advantages and shared benefits by transitioning from a patronage model to a strategic partnership approach.
- Align the key objectives, priorities, intended outcomes, and reporting KPIs of the Resource and Performance Agreements with the future strategic goals for the arts and cultural development.

SECTOR INSIGHTS

The Council's support for CIAF with its program of visual art, music, dance and other performing arts, extends the experience of Indigenous art and culture as a unified expression. (SoARTS Report 2021)

Landmark infrastructure such as Cairns Art Gallery are vital for the sector. (SoARTS Report 2019)

Stakeholders suggested that early work on the Tanks Arts Centre and the Cairns Art Gallery were important moments in forming foundations for arts and culture in Cairns today. (SoARTS Report 2021)

The museum is supported by Council and operated by an historical society that attracts the services of many volunteers, making it a remarkable and successful enterprise for telling the stories of the region's heritage and cultures. (SoARTS Report 2021)

OBSERVATIONS

- In addition to the Annual Grant Program, Council has successfully maintained major partnerships with the Cairns Art Gallery, Cairns Museum, and Cairns Indigenous Art Fair (CIAF) through longer-term funding agreements.
- These collaborations serve the dual purpose of fulfilling Council's strategic goals and bolstering the operational and business capabilities of these organisations, who contribute to the overall cultural vibrancy and economic development of the Cairns community.
- The three to four-year partnership agreements have enabled longer-term certainty for these organisations and increased their ability to leverage other levels of support from the private and public sectors.

Cairns Indigenous Art Fair is Australia's premier Indigenous art fair, creating opportunities for cultural exchange and economic growth for Indigenous artists in Queensland. The CIAF 2022 Report reveals the Art Fair's impressive impact over the past decade. Nearly 300,000 attendees have experienced the festival's celebrations of Queensland's Indigenous arts and culture. *(30)

Cairns Art Gallery is recognised as the premier public art museum in the region. Its primary objective is to acquire, oversee, safeguard, interpret, and exhibit artworks that have strong connections to the heritage and culture of Far North Queensland. It serves as a valuable educational and research resource, leaving a lasting legacy for generations to come. In 2021/22, the gallery welcomed 169,291 visitors and engaged over 4,000 individuals in community and education programs. *(31)

Cairns Historical Society/Cairns Museum houses a significant collection of over 85,000 items. With a mission to showcase the history of Cairns and its transformation into a tropical city, the collection includes archival documents, books, newspapers, maps, journals, photographic images, and individual objects. Between 2019 and 2023 the museum has welcomed over 87,000 visitors. Council's \$8.69 million investment in refurbishing the historic School of Arts building in 2017 has enhanced the museum's facilities and preserved its historical significance for future generations to enjoy. *(32)

Insights and Recommendations: Priority One - Infrastructure, Resources & Skills

6.2.3 Civic Infrastructure	
RECOMMENDATIONS	
<ul style="list-style-type: none"> Claim the title of the <i>Arts and Cultural Capital of Northern Australia</i> and strategically link the city's wealth of world-class facilities, assets and creative identity with visitor economy and tourism objectives. Optimise and leverage the exceptional investment partnerships forged with the Federal and State governments. Continue to align the city's future cultural objectives with broader whole-of-government trends and opportunities. Investigate and develop best-practice storage solutions to protect and preserve Indigenous and non-Indigenous significant collections and artefacts. Research national and international Creative Space models, that support accessible and inclusive places to develop and present work for the small-to-medium, NFP, ARI and social enterprise sector. Incorporate creative spaces into urban renewal, regulatory frameworks, and land use planning mechanisms, and seek opportunities for adapting, repurposing, restoring and improving existing facilities. 	
SECTOR INSIGHTS	OBSERVATIONS
<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>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> <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> <p>Indigenous keeping places are needed. They are a critical piece of infrastructure to maintain historical material culture. Currently, significant artefacts are scattered around the region and international collections seek to repatriate to appropriate facilities for conservation and protection. (SoARTS Report 2021)</p>	<ul style="list-style-type: none"> Council's investment in civic cultural infrastructure has been commendable, and serves as an outstanding example of State and Federal governments playing a significant partnership role. Community aspirations and high-end infrastructure needs have been met through a culture-led vision, resulting in the delivery of Munro Martin Parklands (\$11m), Cairns Performing Arts Centre (\$71m), the Court House Gallery (\$8.28m), and the master planning for a new Gallery Precinct (estimated \$39.8m). *(33) Additionally, iconic facilities like the Tanks Arts Centre and Munro Martin Parklands have undergone continuous upgrades and refurbishments. Both new and upgraded cultural facilities have attracted high levels of visitation and activation. Survey findings on these premier facilities have received high satisfaction rating for affordability, customer services, and sound and lighting. The Queensland Government has also demonstrated its dedication to transforming the cultural landscape of the region. The Bulmba-ja Arts Centre and the construction of a state-of-the-art screen production facility in Cairns are extraordinary additions to the city's infrastructure. On the flip side of these achievements, sector observations reveal an ongoing and crucial need for smaller arts spaces that support the development of different facets of the arts community, such as creative production, presentation, and operations. The need for storage facilities that adhere to current national conservation standards, for both Indigenous and non-indigenous significant collections and artefacts, is seen as a critical piece of infrastructure to preserve, protect and maintain historical material culture. *(34) Efforts to address these challenges have included the promotion of venues and facilities through the Cairns Arts and Culture Map and Vibrance magazine, the development of a Community Activity Spaces Strategy, and the Renew Cairns program. Despite these initiatives, there remains a pressing need for new approaches and innovative strategies. To create a more robust and sustainable environment for creative and cultural producers, it is crucial to explore various national and international models, and to integrate the significance of creative spaces into urban renewal, regulatory frameworks, and land use planning mechanisms.

Insights and Recommendations: Priority One - Infrastructure, Resources & Skills

6.2.4 Access & Inclusion - Young Creatives

RECOMMENDATIONS

- Review Flame.Arts program to ensure the pathway programs are fit for purpose, aligned with arts and culture priorities, connected to industry needs and adaptive to future changes and trends.
- Continue to invest in the next generation of artists, creators, and cultural leaders to ensure that the cultural and creative industries continue to grow and evolve.
- Initiate new approaches to utilising innovative technologies to involve the younger generation.
- Ensure relevant and meaningful mentoring, internships, industry placements and professional development opportunities in Creative Life programming.
- Continue to work collaboratively across Council areas and the larger arts and cultural sector to enable greater accessibility of information, resources and assets to young people.

SECTOR INSIGHTS

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)

The scenario in Cairns was contrasted with the Sunshine and Gold Coasts where flourishing young artists can fill spaces like Home of the Arts. (SoARTS Report 2021)

The young generation needs to be engaged sector-wide through new models and methods that include innovative technologies. (SoARTS Report 2021)

With the loss of many other youth-oriented programs in the sector, internships and mentorships are key to young people's knowledge and skill sets so they reach their full potential. (SoARTS Report 2021)

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)

OBSERVATIONS

- Significant milestones have been reached over the course of the planning cycle, in particular the development and adoption of a Strategy for Young Creatives in partnership with Arts Queensland in 2020. The Strategy steps out the trends, challenges and opportunities that influence young people's engagement in the arts, and is guided by a relatively short, two-year planning cycle that has established a solid groundwork for future planning.
- Investing strategically in projects like the RADF-supported Flame.Arts, along with its tailored career development and access programs, has created a vibrant platform for emerging artists to engage with experts from various artistic fields. This has provided valuable practical experience, tailored career development and exposure to fellow artists, industry professionals, and potential collaborators.
- Results from a 2023 survey among Flame.Arts workshop participants, facilitators, volunteers, and crew members showed high praise for the valuable knowledge gained, personal growth, and increased connection to the arts and culture scene in Cairns. These findings confirm that by providing access to Council venues and facilities, building relationships, and improving skills, a more dynamic and enduring creative community in Cairns can be achieved. *(35)
- Beyond these results, the demographic profiles of audiences surveyed at Council's premier venues and various festivals reveal a notably low proportion of young individuals (7.3%) within the 18-25 age bracket. *(36)
- The importance of arts education from primary school to the tertiary level was emphasised by stakeholders in the SoARTS 2021 Report. Concerns were raised about the lack of strong arts certificates or programs at TAFE and JCU, while CQU had a limited number of locally enrolled students, with the majority studying online from other parts of Australia. As a result, young creatives in Cairns have fewer opportunities for idea generation and collaboration within their peer groups. *(37)
- New ideas in establishing sustainable career pathways in the cultural industries are vital to inspire and enable more young and emerging creatives to return to, and remain in the region into the future. Council's recruitment of an Arts and Culture Education Officer in early 2023 now provides a targeted educational focus across Creative Life programming and resource development, embedding a strategic and targeted focus to ensure tailored engagement by young people.

Insights and Recommendations: Priority One - Infrastructure, Resources & Skills

6.2.5 Access & Inclusion - Arts & Disability

RECOMMENDATIONS

- Review the Arts and Disability Strategy to ensure it is fit for purpose, connected to the needs and expectations of the disability sector, and adaptive to future changes and trends.
- Leverage and support Council's Disability Access and Inclusion Plan and imbed inclusion as a core value in the delivery of future strategic planning, programming and services for the arts and cultural development.
- Continue to invest in industry training to deliver best-practice, accessible and inclusive programming across all facets of Creative Life services, activities and venues. Encourage and invite broad sector involvement in training opportunities.
- Re-assess grant programs to prioritise access and inclusion as key objectives, and encourage applicants to include 'accessibility costs' in their budget proposals.
- Strengthen alliances, broaden collaborative scope, and foster the growth of audiences for disability arts organisations and individual artists.

SECTOR INSIGHTS

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)

Sector-wide accessibility associated with infrastructure should be balanced with an increased level of engagement involving inclusive programming. (SoARTS Report 2021)

The Council has demonstrated leadership with the release of an Arts and Disability Strategy highlighting aims for inclusive participation throughout its programs. (SoARTS Report 2021)

Representatives from disability arts suggest the idea of a locally hosted disability arts festival has some merit, and that disability inclusion complement the other sector-wide festivals in the region. (SoARTS Report 2021)

Across the entire cultural and arts sector, inclusion should be a central strength of programs rather than a segregation or add-on. (SoARTS Report 2021)

OBSERVATIONS

- The development and adoption of an Arts and Disability Strategy in partnership with Arts Queensland throughout 2019 and 2020 has established a strong foundation for encouraging and supporting inclusive arts.
- The Strategy acknowledges the obstacles that hinder the full participation of individuals with disability, and addresses issues such as physical barriers, limited funding opportunities, and attitudinal barriers that perpetuate stereotypes and stigmas.
- Creative Life has made significant investments in various capacity-building programs aimed at enhancing accessibility and meeting the diverse needs of individuals. These programs included training on Accessibility and Inclusion, Tactile Tours, Neurodiversity Awareness, and Deaf Awareness.
- Creative Life also targeted audience development and programming to engage people with disabilities through exhibitions, performances, forums and advocacy platforms, as well as specific funding opportunities integrated into the annual RADF program to ensure customised engagement with and for people with disability.
- Co-production and partnership between Council, ARC Disability Services Inc and the Dead Puppet Society on the creation of the highly acclaimed Beyond the Waves theatre production has stimulated beneficial and outcome-focused skills development for people with disability. This new work is set to tour regional FNQ, providing an original and engaging experience for regional audiences.
- SoARTS 2021 noted that many smaller businesses and organisations in the arts sector express concerns about lacking the resources and capacity to create programs that truly embody inclusivity, and the need for support to develop strategies and programs that focus on promoting arts inclusion activities effectively. *(38)
- The demographic profiles of audiences surveyed at Council's premier venues and various festivals reveal a notably low proportion of people with disability (11.7%). *(39) In contrast, Council's 2024-2026 Disability Access and Inclusion Plan (DAIP), states that Cairns is home to about 28,000 residents with disabilities and nearly 4,000 NDIS registered individuals. Additionally, with Cairns' reputation as a top accessible tourism destination, the DAIP aims to leverage the \$3.2 billion industry nationally and uphold Council's dedication to disability inclusion. *(40)
- Given these significant factors, it is crucial to continue to prioritise strategic planning and investment in accessible and inclusive arts and cultural infrastructure and services.

Insights and Recommendations: Priority Two - Culture, Heritage and Place

6.3.1 Aboriginal and Torres Strait Islander Culture and Creative Expression

RECOMMENDATIONS

- Fortify and strengthen the effective teamwork, communication, and alliances established over the last five years with the First Nations creative sector to accomplish shared goals and aspirations.
- Leverage Arts Queensland's commitment to elevate First Nations arts industry through continued partnership and collaboration with the State Government.
- Provide platforms for cultural expression, preservation, and reconciliation that promote an understanding and appreciation of the region's Indigenous cultures.
- Increase visibility and awareness of Indigenous sites and their stories to promote cultural understanding and appreciation.

SECTOR INSIGHTS

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 in positions of responsibility to effect capacity building and engagement within the sector. (SoARTS Report 2021)

There is a role for the sector to enable capacity building, mentoring and support for Indigenous arts enterprise. Indigenous culture in the region is unique due to the prevalence and proximity of traditional communities in Cape York and the Torres Strait. (SoARTS Report 2021)

Despite there being no significant cultural and arts education pathways for Indigenous practitioners, there are exceptions - Indigenous production in the form of fashion, film making, music and visual arts is associated with some of the success stories from the region. (SoARTS Report 2020)

OBSERVATIONS

- The Strategy for Culture and the Arts 2022 placed a strong emphasis on celebrating and acknowledging First Nations creative expression and cultural heritage. It implemented strategies to establish ethical and co-operative processes, while also leveraging the region's national and international status as a thriving hub for Indigenous art.
- Co-production and outcome-focused partnerships supporting First Nations creative producers have 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.
- Supporting signature Aboriginal and Torres Strait Islander festivals and celebrations through the provision of grants and resources has generated a vibrant annual calendar that adds value to the city's arts and cultural experiences.
- Alliances with the State Government's Regional Arts Network (RASN), Regional Arts Development Fund (RADF), NorthSite Contemporary Arts, and the Queensland Music Trails program have supported a diversity of Council-driven First Nations projects.
- The Creative Life team has made significant progress in supporting and promoting Indigenous programming with the addition of two key roles. The Indigenous Project Officer and the First Nations Curator positions have played a vital role in expanding networks and attracting new audiences.
- Although opportunities to test and strengthen procedures and protocols relating to sharing of cultural knowledge have been successfully achieved through a range of interpretive, public art and placemaking projects, there remains a need for increased visibility and awareness of Indigenous sites and their stories to enhance cultural understanding and appreciation. *(41)
- The opening of the Court House Gallery in 2021 has spearheaded the growth and sustainability of Aboriginal and Torres Strait Islander creative industries. The planned Cairns Gallery Precinct's inclusion of a purpose-built gallery/destination point for First Nations artists and artworks is seen as a major contribution to the region's future development.
- SoARTS 2021 noted a clear argument for arts and cultural development, resources and infrastructure representing Aboriginal and Torres Strait Islanders to be centred in Cairns, and that growing Indigenous leadership in the arts is crucial for achieving equity in the sector. *(42)

Insights and Recommendations: Priority Two - Culture, Heritage and Place

6.3.2 Placemaking and Urban Revitalisation

RECOMMENDATIONS

- Continue to imbed public art and creative processes into Council's urban design, development and renewal projects.
- Review and revise the current Strategy for Placemaking and Public Art by incorporating specific sites, locations, and routes for potential creative placemaking initiatives.
- Explore and initiate outreach, advocacy and marketing methods that will foster sector-wide and community support.
- Encourage and support community-led and local placemaking, through projects, programs, activations and use of local places.
- Build and sustain the capacity of the region's art and historical museums, historical societies and genealogy groups.

SECTOR INSIGHTS

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)

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)

The sector identifies the opportunity to strategically underpin the Gallery Precinct in terms of initiating creative development programs that elevate the aptitude of local artists to undertake work of outstanding quality. (SoARTS Report 2021)

Although Council has adopted state of the art procedures for consultation on public art, there remains a perception/sentiment that its processes could be enhanced. (SoARTS Report 2022)

OBSERVATIONS

- The Cairns City Master Plan has played a crucial role in the successful implementation of cultural and creative-led revitalisation projects. As a design and planning framework, the Master Plan places emphasis upon the creation of dynamic public spaces through the integration of art, storytelling, and place-making. The SoARTS 2021 research report highlights the favourable feedback received regarding the overall development of the city centre, particularly the Esplanade and new Dining Precinct, the revitalisation of the wharf area and Shields Street. *(43)
- Council's vision and master planning towards the transformation of three existing heritage-listed buildings within the Cairns city centre to create a dynamic and world class Gallery Precinct, is a testament to the city's commitment to the arts and its ongoing evolution as a cultural destination.
- Council has implemented a forward-thinking approach to conserving and protecting the city's cultural heritage. The revitalisation and repurposing of important historical sites like the Cairns Court House have been guided by well-prepared Conservation and Interpretive Management Plans, resulting in high-quality conservation results. Council's ongoing investment in the region's heritage infrastructure plays an important role in preserving and telling the story of Cairns' past, present and future.
- Despite its inclusion in the five-year strategy, the piloting of a heritage advocacy program to support the conservation and promotion of collections, heritage buildings, and/or places, has not yet begun. By providing additional incentives and support, this program could eventually play an active role in safeguarding heritage assets for future generations.
- Successful revitalisation projects in urban, suburban, and foreshore streetscaping have been achieved through effective collaboration between Council departments. This collaboration has enabled the integration of cultural programming, public art installations, and community engagement initiatives. City and suburban streetscapes, cycle ways, parks and gardens have been transformed by blending historical and contemporary elements.
- Council's ongoing partnership with Queensland Museum, Cairns Art Gallery, Cairns Museum and CIAF, has been instrumental in ensuring that the historical collections of Cairns are preserved for future generations while fostering a greater appreciation for the unique history and identity of the region.
- In 2020, a fresh approach to Public Art and Creative Placemaking was introduced, outlining steps for commissioning, managing, maintaining, de-accessioning, and executing public art projects. This strategy has effectively incorporated public art into various urban design initiatives, resulting in ten significant artworks and more than 65 murals, digital & ephemeral Artworks in the CBD and suburban areas. Through placemaking events like Cairns Festival's City Lights and Suburban Satellites, the region has embraced digital and contemporary platforms, attracting new audiences creating a supportive space for contemporary public art. Despite significant progress in developing strategies and formalising protocols for public art, sector sentiments highlight the need for improved communication and advocacy.

Insights and Recommendations: Priority Two - Culture, Heritage and Place

6.3.3 Connection, Presentation and Promotion

RECOMMENDATIONS

- Strengthen linkages and connections to the city's historic architecture, art and cultural precincts, and to recreational hubs, to improve walkability, wayfinding and functionality of public space.
- Prioritise enhancement and connectivity initiatives on the area around the Tanks Arts Centre, Botanical Gardens and Greenslopes Street to stimulate identity and commercial synergy.
- Work with First Nations representatives to enhance visibility and dissemination of information on Indigenous sites and the Aboriginal history of places.
- Develop curated self-guided walking tours connecting arts and cultural precincts, showcasing the city's investment in, and celebration of, public art.
- Strengthen internal resourcing of the Arts and Culture Map by including new marketing collateral and the introduction of new features to showcase and promote listings, projects and heritage assets.

SECTOR INSIGHTS

Any new post-COVID-19 renewal of the Cairns City Masterplan must address the issue of connecting the Cairns Museum, the Gallery Precinct, Bulmba-ja, Munro Martin Parklands and the Cairns Performing Arts Centre through wayfinding and legibility. Easy connection between these sites is essential for tourists and residents. (SoARTS Report 2020)

Stakeholders suggested that placemaking is really about the capacity to tell stories about the place/region to ourselves and to our visitors. While public art in the city is important, more strategically planned integration of arts and arts experiences is needed. (SoARTS Report 2020)

Stakeholders across the arts, culture and creative industries suggest the Cairns Arts and Culture Map is an underutilised resource and it is therefore important to refresh the map to attract more interest and to bring users back more regularly. (SoARTS Report 2020)

OBSERVATIONS

- Substantial progress has been made in developing interpretive media to educate audiences about the significance of Cairns' shared identity and cultural heritage. Notable projects such as the Embracing Our Stories - Cairns Indigenous Interpretive Signage Trail, the Tanks History Panels and the Court House Gallery Interpretive Signage Project have effectively enhanced the cultural heritage landscape in urban and suburban settings.
- Strengthening linkages to the city's historic architecture, art and cultural precincts and recreational hubs has been a central consideration of this priority area. Although a diverse range of interpretive media and signage projects has been implemented, stakeholders suggest that more can be done to promote Cairns' tropical location and its arts, culture and heritage. The importance of walkability and wayfinding between arts infrastructure is paramount, with many stakeholders suggesting improved signage would greatly enhance urban vitality. *(44) Despite the presence of significant synergies in cultural assets, stakeholders suggest there is a lack of connectivity and that further work is needed to link these assets.
- Stakeholders also wish to see a more explicit focus and connectivity on the area around the Tanks Arts Centre, Botanical Gardens and Greenslopes Street. Stakeholders also note that the Greenslopes Street Cultural Precinct is an important cultural zone that could be greatly enhanced by initiatives such as public art installations, historical markers and events that celebrate the street's heritage and arts and cultural contributions. *(45)
- The introduction of the Cairns Arts and Culture Map in 2018 has been a significant step towards promoting the cultural identity of Cairns. Presentation and promotion specific to heritage places and public art includes self-guided mural trails such as Sea Walls public art, and Pumped water and waste trail, along with seven heritage and interpretive trails. By highlighting these diverse cultural offerings, this interactive map helps to foster a sense of connection to the city's artistic and historical roots.
- Although the Arts and Culture Map is predominately regarded by stakeholders as a highly valuable networking and visibility tool, many stakeholders across the arts, culture and creative industries suggest the map, while functioning as a valuable listing of participants in the sector, could be enhanced to meet the expectations of stakeholders by including more dynamic content. *(46)

Insights and Recommendations: Priority Three - A Robust Cultural Economy

6.4.1 Partnerships and Collaborations	
RECOMMENDATIONS	
<ul style="list-style-type: none"> Strengthen linkages and connections to the city's historic architecture, art and cultural precincts, and to recreational hubs, to improve walkability, wayfinding and functionality of public space. Prioritise enhancement and connectivity initiatives on the area around the Tanks Arts Centre, Botanical Gardens and Greenslopes Street to stimulate identity and commercial synergy. Work with First Nations representatives to enhance visibility and dissemination of information on Indigenous sites and the Aboriginal history of places. Develop curated self-guided walking tours connecting arts and cultural precincts, showcasing the city's investment in, and celebration of, public art. Strengthen internal resourcing of the Arts and Culture Map by including new marketing collateral and the introduction of new features to showcase and promote listings, projects and heritage assets. 	
SECTOR INSIGHTS	OBSERVATIONS
<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>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 that 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> <p>The co-location of regional services in Cairns suggests that the council might consider further significant partnerships and joint ventures with other local government areas, state and national entities. (SoARTS Report 2021)</p>	<ul style="list-style-type: none"> Section 7 of this report demonstrates Council's commitment to establishing connections and nurturing relationships within the sector through an extensive list of acknowledgements. The strategy's accomplishments are attributed to the valuable contributions of over 200 organisations and individuals, as well as the dedication of 1,586 volunteers who generously shared their time, skills, and commitment over the past five years. This serves as a testament to the sector's strong capacity and willingness to collaborate and engage. Council's ongoing affiliation with Arts Queensland and Federal and State government agencies has enabled impactful and meaningful outcomes for the region. Throughout this planning cycle, Council has secured over \$26m in funding for the construction of substantial infrastructure and operational support to enhance Creative Life's diverse and growing program. Collaborative and co-production opportunities with local, state, national, and international organisations, service providers and specialists in the visual arts, performing arts and education sectors have greatly enhanced Creative Life's programming offerings. These partnerships have resulted in the development of innovative and captivating programs that have appealed to a broader audience, and have solidified Cairns' position as a vibrant hub for creativity. The strategic plan's effectiveness has also relied on internal and across-Council collaborations between various business areas, such as libraries, community development, communication and marketing and recreational and planning departments. By working together, departments have been able to create synergies, tap into diverse perspectives, pool their expertise, and co-ordinate their efforts towards achieving common goals. Survey results show that the local arts and culture industry has experienced significant advantages through cross-cultural and cross-artform exchange, as well as via collaborations and networking opportunities. *(47) SoARTS 2021 Report highlights the concentration of regional services in Cairns, suggesting an opportunity for Council to consider forming new alliances and collaborations with neighbouring local governments, state agencies, and national organizations. The report emphasizes the importance of implementing comprehensive regional projects that utilise council's knowledge, resources, and abilities across a broader geographical area that extends beyond local boundaries. *(48)

Insights and Recommendations: Priority Three - A Robust Cultural Economy

6.4.2 Festivals and Events	
RECOMMENDATIONS	
<ul style="list-style-type: none"> Continue to invest in strategic research and data collection that measures the economic, demographic, social, and cultural impact of Council-produced and Council-sponsored festivals and events. Include research that enables a deeper understanding of audiences and their perspectives, as well as gaps and opportunities that will enhance future programming. Sustain investment in, and build new audiences for Council's premier arts and cultural festivals. Maximise and leverage the collective appeal and significance of Cairns' rich and diverse community-driven festivals and link more closely with visitor economy and tourism objectives. Work with industry partners, Queensland Government, Tourism Events Queensland and Tropical Tourism North Queensland to develop a solid brand identity that raises the City's national and global profile as a festival destination. Maximise the opportunities and potential that comes with the Brisbane 2032 Olympics. 	
SECTOR INSIGHTS	OBSERVATIONS
<p>Council's 'Cairns Summer Sounds' program leveraged partnerships with tourism authorities and state government to entice audiences back to entertainment and arts venues in Cairns after the relaxing of some COVID-19 restrictions and lockdown. (SoARTS Report 2021)</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> <p>Participation in the tourism market is out of range for many small organisations. The cost of participation and meeting minimum expectations of the tourism industry is beyond the means of many in the sector. (SoARTS Report 2021)</p> <p>The arts sector is largely disengaged from tourism activity, preferring to cater at a level for immediate local audiences or traditional arts touring markets. (SoARTS Report 2021)</p>	<ul style="list-style-type: none"> Festivals and large-scale events produced by both Council and the community have resulted in high levels of engagement. The exceptional levels of audience, participation, volunteering, and employment serve as strong evidence for the effectiveness of initiatives specifically designed to attract visitors and motivate active participation. The Cairns Commonwealth Games Event City Arts Programs in 2018, in partnership with the Queensland Government, and the Cairns Summer series collaboration with TEQ and TTNQ in 2020 and 2023, along with Council's support of the annual CIAF event, have been instrumental in establishing Cairns as a prominent hub for arts and culture, both domestically and globally. The up-coming Brisbane 2032 Olympics presents an opportunity to build on these high-profile events and elevate their outcomes to new heights. The impact of festivals and events on sociocultural growth cannot be underestimated. Surveys conducted on three of Council's premier annual festivals, Cairns Festival, Understory Film Festival, and Cairns Children's Festival, have revealed a high degree of personal enrichment and increased community wellbeing. These events have not only inspired the community but also fostered a greater sense of appreciation for creative excellence, as well as new audiences for the city's cultural venues. *(48) Festivals and events also play a significant role in driving economic growth and regional development. The 2023 Cairns Festival, for instance, generated a substantial economic impact, with visitors spending a total of \$1,991,848 in Cairns. The majority of this spending came from interstate visitors, contributing over \$970,000 directly and through incremental expenditure. *(49) Similarly, the 2022 Cairns Indigenous Arts Fair Report highlights CIAF's significant economic influence. The total in-scope expenditure generated is responsible for creating a value-added economic contribution of \$6.2m for Cairns. *(50) SoARTS 2021 Report also highlights the financial challenges faced by small organizations in participating in the tourism market. The arts sector often prioritises local audiences or traditional markets over tourism activities. Having arts company boards, directors and managers integrate tourism outcomes as strategic indicators has the potential to focus sector efforts on combining with the tourism economic cluster. *(51)

Insights and Recommendations: Priority Three - A Robust Cultural Economy

6.4.3 Industry Development	
RECOMMENDATIONS	
<ul style="list-style-type: none"> • Initiate a whole-of-Council approach to advocate for, and enable and invest in the arts, culture and creative industries. • Develop a creative learning framework that provides more opportunities for creative co-working, internships, mentorships, industry placements, networking and professional development. • Expand opportunities for creative practitioners to access underutilised real estate to enhance development of their creative practice. • Provide grant streams and pathways to support and sustain the region's creative industry professionals. • Review models of service delivery and realign priorities with the emerging needs of the cultural and creative sector. • Broker partnerships and collaborations with tourism industry, creatives and commerce leaders to drive creative industry opportunities. 	
SECTOR INSIGHTS	OBSERVATIONS
<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>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> <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>The sector critically needs to find traction with other industries, especially tourism. (SoARTS Report 2019)</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>	<ul style="list-style-type: none"> • Council has partnered in an outstanding range of research projects over the past five years, establishing a solid foundation to elevate the city's reputation as a hub for culture, creativity and the arts. Reports like SoARTS produced by JCU and CQU (2019, 2020, 2021 & 2023); Cultural and Creative Activity in the Cairns Region (2019) produced by Cummings Economics *(52); A Population and Hotspot Analysis (2019) produced by QUT *(53); and a Priority Industry Profile (2021/22) independent economic analysis, have each provided crucial insights into Cairns' arts and cultural sector, economic output and future potential. *(54) • This collective body of research emphasises Cairns as a prominent economic centre for the cultural and creative industry, with a distinct cultural identity and character that is greatly influenced by the local Indigenous culture and the region's tropical nature and exoticism. Recognising this vital link between culture and nature is crucial to formulating strategies for the future. The studies also recognise that Cairns is in a favourable position to capitalize on economic opportunities, as recent data reveals that the Arts and Culture sector in Cairns had a substantial economic impact in the 2021/22 period, contributing an estimated \$126m in direct and indirect impacts, creating over 1,400 jobs. *(55) • Despite the evident strengths of the creative sector, there is a need for increased efforts to raise awareness about its strategic significance. Additionally, there is a disconnect between the creative sector and the tourism industry, which could both benefit greatly from collaboration. Stakeholders emphasise the need for strategic planning that combines cultural tourism with economic objectives to fully leverage the opportunities that tourism presents for the creative sector. *(56) • The realisation of Cairns as a cultural and creative hub heavily relies on collaboration among industry stakeholders. Through collective efforts, stakeholders can devise effective strategies and initiatives to foster creative industry growth and ensure its long-term viability. This may involve the further development of cultural precincts and creative clusters, as well as investment in premier events and festivals that showcase the region's cultural and creative excellence. • Council's provision of direct services and industry support has led to a maturing of the sector. This has attracted strong cultural leaders to the region and has also increased ambition, capabilities and expectations. Facilitating the growth of the cultural and creative industry and supporting the sector to achieve its maximum potential is crucial. By embracing innovation and leveraging its cultural assets, and making an environment for collaboration and entrepreneurship, Cairns can continue to thrive as a vibrant and sustainable economic hub for the creative sector.



7. Acknowledgements

Cairns Regional Council extends its sincere gratitude to all partners, sponsors, contributors, volunteers and stakeholders who have played a crucial role in the creation and development of this five-year strategic plan. Your support and collaboration have been instrumental in shaping and delivering the desired goals and objectives.

The following pages of this report outline a compilation of 221 organisations and individuals who have made significant contributions. This extensive list is complemented by the 1,586 individuals who have generously volunteered their skills, time, and dedication. Through collaboration and working together, a strong foundation has been laid to forge the future of the Cairns Region.

Partners, Sponsors and Collaborators

2 Spirits
Access Arts
ACT Government
AGB Events
Air Niugini (Project Sponsor)
Akay Koo Oila Women's Art Centre
Alcaston Gallery
ANZ Bank Cairns
ARC Disability Services
ARC Circus and Co
Arts Queensland
Atherton Performing Arts
Atherton State High School
Australian Ballet
Australian Government (Building Better Regions Funds)
Australian Performing Rights Association
Australian Government – Australian Council for the Arts
Babinda District Community Association
Bamanga Bub Ngadimunku Aboriginal Corporation (BBN)
Bell Shakespeare
Black Honey Company
Bonemap
Box Jelly Theatre Co
Brisbane Museum
Bulmba-ja
Cairns and District Chinese Association Inc (CADCAI)
Cairns Art Gallery
Cairns Art Society
Cairns Children Museum
Cairns Choral Society
Cairns Create It
Cairns District Family History Society

Cairns Historical Society
Cairns Indigenous Art Fair (CIAF)
Cairns Indigenous Youth Employment Program
Cairns Museum
Cairns Photographic Society Inc
Cairns Private Hospital
Cairns School of Distance Education
Cairns Sister City, Riga in Latvia
Cairns State High School
Cairns State Special School
Cairns Tropical Writers Festival
Cassowary Coast Regional Council
Central Queensland University (CQU)
Circa
Circue Mother Africa
City of Freemantle Library
City of Sydney
Club Ocellaris Report (Project Sponsor)
CoCA
Code Green
Contemporary Australian Indigenous Art (CAIA)
CRC Community Development
CRC Economic Development
CRC Libraries
Creative Partnerships Australia
Creative Victoria
Critical Stages Touring
Cycas Circus
Dead Puppet Society
Defence Shed
Department of Defence

Dept Ed (ICECC) Indigenous Community Engagement Cultural Capacity
Dept Ed (SDSS) Specialist Disability Support Services
Dept of Youth Justice
DFAT
Douglas Shire Council
Dr Paul Matthews
Dr Raya Mayo
Dulux
Edge Hill/Whitfield Progress Hall Association
End Credits Film Club
Ergon Energy
Erub Island Arts Centre
Essential Screen Skills
Etheridge Shire Council
Expressions Dance Company
Federal Government - Regional Jobs and Investment Packages Grant,
First Peoples Advisory Committee (FPAC)
Flying Arts Alliance
FNQ Dance Academy
Friends of the Botanic Gardens
Get Skilled Access
Gimuy Walubara Yidinji community,
Girringun Aboriginal Arts Centre
Gondwana Choirs
Good Counsel College (Innisfail)
Grand Kyiv Ballet of Ukraine
Green Space, Our Place – Volunteer Program
Griffith University
Grin and Tonic Theatre and the Simoni
Gympie Art Gallery

Hayley Gillespie
Holding Redlynch (Sponsor)
House of Gemini
Indigenous Art Centre Alliance
Indigenous Elders
Inkmasters Cairns
Innisfail East State School
Innisfail State College
Innisfail State School
James Cook University (JCU)
Junior Eisteddfod
JUTE Theatre Company
KickArts
Lae City Authority
Land Council PBC's (Aboriginal Corporations)
Lissening Island Resort (Project Sponsor)
Little March Productions
Making Whoopie
Malanda Theatre Company
Mamu Health Service – Cassowary Coast
Melbourne Museum
Mike Ball Dive Expeditions (Project Sponsor)
Milne Bay MV Chertan (Project Sponsor)
Minjil Indigenous Cultural Group
Miriki Performing Arts
Mitomel Printmaking
Morganics
Mornington Island Art Centre
Mossman Gorge Training Centre
Mossman Health Service – Apunipima
Mossman Indigenous Elders
Mossman State High School

Mossman Youth Outreach
Mount St Bernard College (Herberton)
Naresuan University
National Joblink
National Museum
Nautilus Scuba Club Cairns (Exhibitor)
Ngamumu – For Mothers
Nintiringanyi Cultural Training Centre
North Queensland Amateur Gem Cutters & Jewellers
Northsite Contemporary Arts
NQ Chamber Orchestra
Office of the Commonwealth Games
OMNI Builders
Onespace Gallery
Opera Queensland
Opera Australia
PangeaSeed Foundation
Patch Theatre Company
Peace Lutheran College
Pegasus Studios
Peninsula Art Educators Association (PAEA)
Polygot
Polytoxic
Pompuraaw Aboriginal Art Centre
Qld Aboriginal Islander Health Council (QAIHC) and Member Services
Queensland Art Gallery/Gallery of Modern Art
Qld Symphony Orchestra
Qld Theatre
QMusic
Queensland Performing Arts Centre (QPAC)
Queensland Aids Council
Queensland Art Gallery|Gallery of Modern Art

Queensland Ballet
Queensland College of Art (QCA)
Queensland Council for LGBTI Health
Queensland Government – Building Our Regions Program
Queensland Government – Youth Justice
Queensland Museum
Queensland Music Festival Queensland Poetry Festival
Queensland RHD Register and Control Program (RHD)
Queensland Symphony Orchestra
Queensland University of Technology
REACH Arts FNQ
Redfern Community Centre
Redlynch State College
Regional Arts Development Fund (RADF)
Regional Arts Orgs – Theatre, Music, Performing, Visual Art Networks
Regional Arts Services Network (RASN)
Regional Youth Networks and working groups
Renew Australia
RHD Australia
Rondo Theatre
Russell Mills Foundation
Saltwater Creek Basketry Group
Scouting Association of Australia – Queensland Branch
Screen Qld
Screenworks
Shake and Stir Theatre Company
Skytrans
Solomon Islands Dive Expeditions (Project Sponsor)
Sorami Ochi and Hayley Gillespie
Sounds of AustraNesia
Spirit of Freedom (Project Sponsor)

St Andrews Catholic College
St Augustine's College
St Mary's Catholic College
St Monica's College
State Library of Queensland
Tableland Music Lovers
Tablelands Regional Council
TAFE Qld
Tapa Arts from Oro Province
Tawali Resort (Project Sponsor)
The Italian Social Dance Academy,
The National Art Gallery of Australia
The Pryce Centre for Culture and Arts
The Royal Czech Ballet
The Young Company
TLNA Smithfield State High School
Torres Strait Island Regional Council
Tourism Events Queensland (TEQ)
Tourism Tropical North Qld (TTNQ)
TPG Architects
Trinity Anglican School
Trinity Bay State High School
Tropical Art Theatre Group
Tropical Arts
UMI Arts
Vitae Veritas
Wallindi Plantation Resort (Project Sponsor)
Wespac Bank
Woree State School
Yak Yak Yak
Yalanji Arts
Yarrabah Art Centre

8. Glossary of Terms

TERM	DEFINITION	TERM	DEFINITION
ARI	Artist Run Initiative		
CBD	Central Business District		
CIAF	Cairns Indigenous Art Fair		
Circa	Circa Contemporary Circus		
CPAC	Cairns Performing Arts Centre		
CQU	Central Queensland University		
CRC	Cairns Regional Council		
DAIP	Disability Access Plan		
FNQ	Far North Queensland		
JCU	James Cook University		
MMP	Munro Martin Parklands		
National Conservation Standards	National Standards for Australian Museums and Galleries supporting key areas of activity common to organisations that care for collections and provide collection-based services to the community.		
NFP	Not for Profit		
QPAC	Queensland Performing Arts Centre		
QUT	Queensland University of Technology		
QUAGOMA	Queensland Art Gallery/Gallery of Modern Art		
RADF	Regional Arts Development Fund		
		Sector	Australia: Advertising; Architecture; Broadcasting, electronic or digital media and film; Design; Environmental heritage; Fashion; Libraries and archives; Literature and print media; Museums; Music composition and publishing; Other culture goods manufacturing and sales; Performing arts; Supporting activities; Arts education; Visual arts and crafts
		SoARTS	State of the Arts in Cairns - Research Project produced by JCU and CQU
		SoARTS Sector/ Stakeholder Group	Representatives of 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
		Stakeholder	Individual, group or organisation that have interest in the strategy and impacted by the outcome
		TAFE	Technical and Further Education
		TEQ	Tourism Events Queensland
		TTNQ	Tourism Tropical North Qld

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