

CAIRNS REGIONAL COUNCIL

Year 2 (2019/20) Report on Outcomes and Achievements

STRATEGY FOR CULTURE AND THE ARTS 2022





About the Strategy for Culture and the Arts 2022

Cairns Regional Council's Strategy for Culture and the Arts was adopted in 2018. The five-year strategy was developed via a place-based, people-centred and participatory approach to planning, where between late 2016 and throughout 2017 we spoke with over 280 people across 84 organisations and groups to gain a better understanding of the challenges, opportunities and expectations that impact on the arts and cultural sector of the Cairns region. The outcome of these discussions has shaped the content of the strategy.

The overarching principles and core objectives of the strategy are underpinned by three core priorities and a suite of outcomes that we want to achieve by 2022.

About the Year 2 Assessment July 2019–June 2020

Matched against the vision and strategies identified by the Cairns community as relevant and meaningful drivers of cultural vitality, the following assessment provides a summary review of each of the 82 individual actions identified in year two of the strategy's implementation plan. Where possible, the report also provides a quantitative snapshot of the active participation, audience numbers, volunteers, short-term and longer-term employment opportunities created, as well as the partnerships that have been forged.

Statistical estimates have been derived from project reports, surveys, operational reviews and project acquittals.

Additionally, each of the three priority areas is illustrated by a case study offering an in depth insight into community satisfaction, appreciation and engagement.

Key Findings

Summary of Year 2 outcomes across the three priority areas of the Strategy for Culture and the Arts 2022

Year Two Actions Status of Cairns Regional Council Cultural Strategy

Priority	Priority 1	Priority 2	Priority 3	Total
Number of Actions Identified for Implementation in Year 2	33	24	25	82
Actions complete to a tangible outcome in 2019/20 Some actions will continue across a 5-year cycle	21	12	18	51
	63.6%	50%	72%	62.2%
Actions initiated and soon to be completed	3	2	1	6
	9.1%	8.3%	4%	7.3%
Actions in progress Actions did not have a tangible outcome for the 2019/20 year but will continue to be developed across the 5-year cycle	9	10	6	25
	27.3%	41.7%	24%	30.5%
Actions yet to be delivered Actions that have not been delivered in 2019/20	0	0	0	0
	0.0%	0.0%	0.0%	0.0%

COMPARISON WITH PREVIOUS YEAR

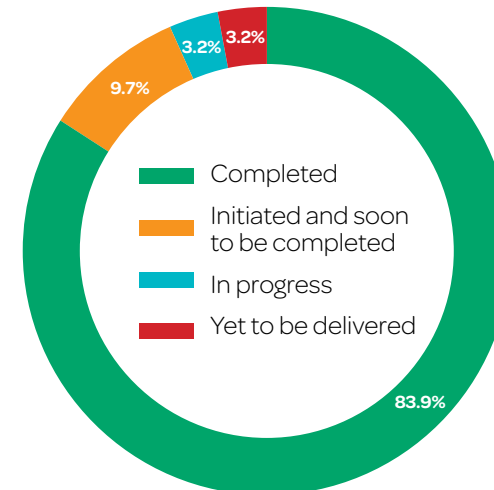
2018/19 Total	2019/20 Total	% up/down
62	82	24.4% ↑
52	51	1.9% ↓
6	6	No change
2	25	92% ↑
2	0	100% ↓

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

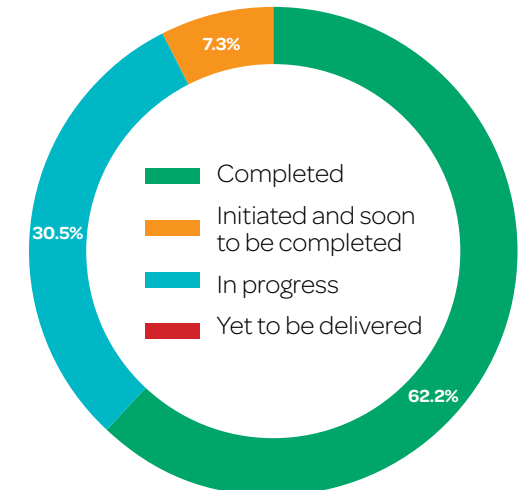
PRIORITY TWO | Culture, heritage and place are valued, shared, celebrated and promoted.

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

Year One Actions Status of CRC Cultural Strategy



Year Two Actions Status of CRC Cultural Strategy



Engagement Comparisons

The data comparisons to the right, in some cases extreme variations, can largely be explained by the following specific factors:

- Data collection for the 2018/19 year included statistics from the preceding quarter (3 months from the adoption of the Strategy at the end of March 2018), whereas the 2019/20 statistics have been gathered over the financial year period.
- The Impact of COVID 19, saw the closure of Council facilities and the suspension of many planned programs.
- 2018/19 delivered the large scale Commonwealth Games Festival program.

	2018/19 Comparison	Total 2019/20	% up or down
Active participation	9,240	7,949	13.9% ↓
Audience	723,789	244,891	66.1% ↓
Volunteers	No data collected	406	
Short-term employment	2,322	977	57.9% ↓
Long-term employment	14	7	50% ↓

2019/20 Highlights include:

Continued the \$7.9m Cairns Court House refurbishment - due to be completed by February 2021.

Developed the Cairns Court House Interpretive Strategy to enhance visitor experience and understanding of the significance of the building.

Completed Stage 2 of Munro Martin Parklands upgrade for the performance stage, a green room, shower, all-abilities amenities, all-weather box office and mixing booth for audio and lighting.



Completed an Arts and Disability Strategy, and a Strategy for Young Creatives targeting pathways to practice and career development opportunities.

Completed a Public Art and Creative Placemaking Strategy to provide guidelines and procedures for commissioning, management, maintenance, de-accessioning and implementation of public art.

Launched Vibrance, a new magazine highlighting the full range of arts and cultural programs, projects and events produced by Cultural Services.

Engaged an Aboriginal and Torres Strait Islander project officer to support cultural services' programming and deliver creative development pursuing First Nations inclusion.



Initiated a new RADF City of the Arts Hero Project as part of the annual program of major grants.

Collaborated with Screen Queensland and screen industry service provider Screenworks, to set the pace for continued collaboration towards a shared vision for the local screen industry.

Planning underway to reimagine the annual Cairns Festival as a national Arts and Cultural Festival.



COVID-19 Impact

2019/20 has seen unparalleled challenges for the global arts and recreation services sector. Along with tourism, the cultural and creative sector is one of the industries most affected by COVID-19 restrictions. On a national scale, a report produced by the Australia Council for the Arts in April 2020, Measuring the Impact of COVID-19 on the Australian Arts Sector, highlights a national, cross-industry survey conducted by the ABS, which shows that more than half of all arts and recreation businesses had ceased trading. It suffered the highest proportion of the 17 industries analysed and was second only to accommodation and food services.

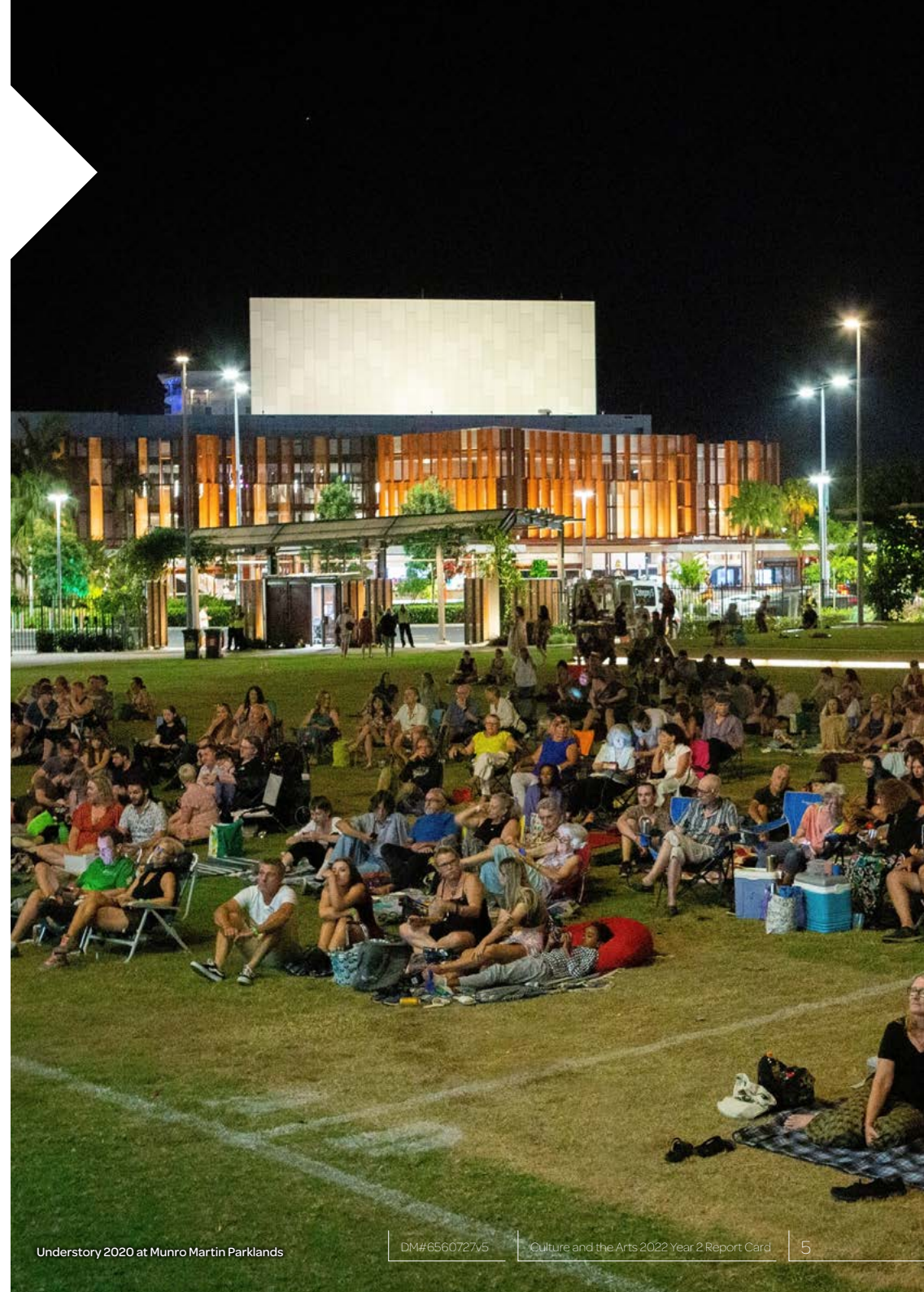
In Cairns, Council has worked with health authorities, government, the business sector and social services to track cross-sector impact and to design frameworks and strategies for recovery.

In March 2020, Council established a regional COVID-19 Economic Response and Recovery Sub-Committee (ERRSC), a group chaired by Council's Chief Executive Officer, and comprising representatives from business and peak bodies, including Advance Cairns, Tourism Tropical North Queensland, the Cairns Chamber of Commerce, Cairns Airport, Ports North, and others.

Data compiled for the Cairns Local Recovery Plan, published by ERRSC in August 2020, shows that Cairns was the second most severely affected regional city in Australia. With 90% of businesses reporting negative effects, domestic and international air passenger movements down by 96.5% and 99.9% respectively, and hotel occupancy at the lowest level ever, the pandemic crisis has caused unprecedented disruption to the local economy.

In terms of specific investigations into the local arts and creative industries, there was almost 100% cancellation of forward bookings for events, exhibitions and programs across all venues in the city, along with the associated loss of sales, revenue and income to staff, artists, venues and organisations. This has had a considerable flow-on effect for related industries, the broader community and the local economy.

The Cairns economic recovery planning process has worked with the creative sector to identify economic impacts, recovery objectives and proposed actions, targeting the development of new pathways for Indigenous inclusion in the local economy, as well as the growth of the cultural and events sector, and recognition of the sector's contribution to the liveability, economy and wellbeing of the community.



Strategic Milestones

2019/20 has seen focused and strategic discussions with key arts and creative industry stakeholders, as well as with education, tourism and economic development bodies to build a stronger case for investment and recognition of the arts and creative sector's importance to the economic and tourism agenda. Essential evidence-based research on creative activity in the region includes:

State of the Arts in Cairns Report 2019 (SoARTS) - Research Partnership with JCU and CQU

This ground-breaking partnership with JCU and CQU, now in its third year, is a compendium to the Strategy for Culture and the Arts 2022. Tracking alongside the 5-year planning cycle, the research partnership was designed to investigate the value and contribution of the cultural and creative sector to the wellbeing and economy of Cairns, and provide a sequential and year-on-year analysis of the state of the arts in Cairns.

A key outcome of the 2019/20 action plan was the completion of the inaugural SoARTS Report. Finalised in June 2020, the report was distributed to the project advisory group for feedback, and presented to Council in November 2020 for endorsement. The report represents the first collation and study of data gained over the 2018/19 period and serves as a baseline for future investigation of the Cairns arts and creative sector. The SoARTS compilation of sector insights, and its suite of business, tourism and economic impact reports lay a solid foundation for creative and cultural development outcomes.

A Population and Hotspot Analysis Cairns-QUT national research project

Australian Cultural and Creative Activity: A Population and Hotspot Analysis has been undertaken by the QUT and the University of Newcastle, in partnership with Arts Queensland, Create NSW, Creative Victoria, Arts South Australia and the Western Australian Department of Local Government, Sport and Cultural Industries. Twenty creative hotspots were selected for the national study from shortlists of local government areas ranked by creative employment counts and development strengths. The project investigates the dynamic forces of cultural and creative activity at work in these areas.

Queensland hotspots were Cairns, Sunshine Coast + Noosa, Gold Coast, and Central West Queensland. Results for Cairns acknowledge the extraordinary levels of investment in civic cultural infrastructure and the innovativeness of many of the city's assets and initiatives. The report draws solid connections between creative activity in Cairns and its value to the wider economy. It also advocates the benefits of linking a strong and successful locally-focused cultural development agenda more closely to tourism.

Cairns Gallery Precinct Business Case – Produced by AECOM

In 2019 Council commissioned premier infrastructure consulting firm AECOM, to develop a business case to support the development of the Cairns Gallery Precinct, along with its needs, benefits and suitability for expanded visual arts infrastructure in Cairns. The Cairns Gallery Precinct aims to transform and connect three regionally significant buildings - the existing Cairns Art Gallery, the Cairns Court House, and the former Mulgrave Shire Council offices to create a dynamic and world class gallery precinct.

The Business Case explores the capacity and viability of this important vision for Cairns and defines positive potential benefit outcomes for high yield tourism, thriving creative industries, enhanced livability and economic growth. As Council continues its quest to secure tripartite funding for the project's estimated \$39.8 million capital cost, this critical body of work presents a solid case for investment.

Infrastructure, resources and skills

that support and stimulate the cultural and creative life of our community.

Objective: Cultural infrastructure is much more than the bricks and mortar of Council-managed buildings and venues. This priority area is about developing actions that build a supportive structure around the things that we do: places for us to work and create, opportunities to deliver our products to the world, grants that deliver exciting new projects, and pathways to support employment and training in culture and the arts.

PRIORITY 1 KEY MILESTONES

An estimated **2,311** people or groups actively participated in the program.

An estimated **140,616** people were audience members.




An estimated **160** short-term employment opportunities were created for individuals and contractors.





6 long-term employment opportunities were created.

An estimated **262** volunteers supported the program.

Partners and Collaborators

Arts Queensland
Access Arts
REACH
Smithfield State High School
Cairns State Special School
Morganics
Cairns Libraries
James Cook University
Central Queensland University
Peninsula Art Educators Association (PAEA)
Green Space, Our Place - Volunteer Program
Circa
Opera Queensland
Gondwana Choirs
Opera Australia
Bell Shakespeare
Expressions Dance Company
Cassowary Coast Regional Council
Tablelands Regional Council
Douglas Shire Council
Etheridge Shire Council
City of Freemantle Library
Tropical Arts
The Regional Arts Services Network (RASN)
QPAC
QMusic
Australian Government - Building Better Regions Fund
Queensland Government - Building Our Regions Program
CRC Economic Development
CRC Community Development

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.1 BRICKS AND MORTAR AND HARD CAPITAL INFRASTRUCTURE								
1.1.1	Provide state-of-the-art, world-class cultural facilities and destinations that stimulate cultural and creative vitality and economic growth in the region.	 a. Cairns Performing Arts Centre (CPAC) Continue investment in the development and delivery of a new state-of-the-art regional performing arts facility.	CPAC required no renewal or capital improvements this financial year. Since July 2019 to the end of June 2020 CPAC delivered 69 seasons with a total audience of 53,534. Feedback from audience and performers throughout 2019/20 indicate that customer satisfaction is at an all-time high, with CPAC’s public Google listing receiving 243 reviews that equate to a 92% satisfaction rating. Council’s customer portal for ratepayers also received strong praise for CPAC. Again, both audience and performers commented on the strength of CPAC as a venue and also praised the CPAC staff. COVID-19 restrictions have affected the operations of this facility throughout 2020.	See 3.1.1(g)	53,534	See 3.1.1 (g)	See 3.1.1 (g)	1 x fulltime 5 x casual
		 b. Cairns Court House Arts Precinct Refurbish/readapt the former Cairns Court House and Mulgrave Shire Council Chambers into an arts and cultural precinct, with planned linkages to the Esplanade parkland and other cultural venues.	The design and documentation for works to the former Cairns Court House was completed and site refurbishment works continue. The design and architectural planning incorporated modern technical infrastructure into the existing fabric of the building, without impacting heritage values, allowing all-inclusive access and practical use of the internal and external spaces. The refurbishment commenced in August 2019 and is expected to be completed by February 2021. The project budget has increased to \$7.9m based on actual construction contract award value and other scope changes.				66	
		 c. Munro Martin Parklands Invest in new infrastructure to increase the usability, functionality and capability of Munro Martin Parklands to provide a superior experience for performers and visitors.	The completion of Stage 2 of MMP delivered permanent structures for the performance stage, a green room, shower, all-abilities amenities, all-weather box office, and mixing booth for audio/lighting. The \$1.3 million works were made possible with funding from both the Queensland Government’s Building Our Regions program and the Australian Government’s Building Better Regions Fund, and will enhance the performance experience for both patrons and performers. From July 2019 to the end of June 2020 MMP delivered 3 seasons with a total audience of 4,353. COVID-19 has affected the operations of this facility throughout 2020.	See 3.1.1 (i)	4,353		61	See 3.1.1 (i)




-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.1 BRICKS AND MORTAR AND HARD CAPITAL INFRASTRUCTURE								
1.1.1	Provide state-of-the-art, world-class cultural facilities and destinations that stimulate cultural and creative vitality and economic growth in the region.	<p>d. Tanks Arts Centre Invest in new infrastructure to maximise audience experience, improve visual appeal, visitor facilities, weather protection and overall functionality of this iconic and award-winning venue.</p>	No budget renewal or capital improvements were undertaken in the Tanks Arts Centre this financial year. New infrastructure and improvement to Tank 3 will be undertaken in 2021/22. From July 2019 to the end of June 2020 Tanks delivered 42 seasons with a total audience of 13,551 ticketed events along with Tanks Exhibitions attracting 28,388. COVID-19 restrictions have affected the operations of this facility throughout 2020.	See 3.1.1 (e)	41,939	See 3.1.1 (e)	See 3.1.1 (e)	
1.1.2	Investigate and devise solutions to the paucity of space for the small-to-medium and not-for-profit cultural and creative sector to enhance their production, operations and storage.	<p>a. Maximise awareness and usage of Council-owned facilities and spaces through improved marketing and promotion.</p>	The Cairns Arts and Culture Map continued to promote the city's diverse cultural assets. Both Council-owned and venue-for-hire arts and cultural facilities are listed on the Map to enable users to locate available facilities. Monthly data analysis specifically relating to the Facilities Category for 2019/20 shows that Facilities and Spaces is 0.52% of total page views, and the fourth most popular category with 44 listings and 236 page views.	44	236			
		<p>b. Implement cross-departmental collaboration to map and audit Council owned:</p> <ul style="list-style-type: none"> • Industrial land to identify suitable sites/space for an arts and creative industry, and investigate feasibility, viability and strategies for development in partnership with State and Federal government. • Facilities, depots, halls and buildings and, where feasible, increase their capacity to accommodate a broader range of cultural and creative uses. 	Preliminary work on mapping Council-owned facilities, spaces and land began in 2019 via discussions with cross-department asset owners. Investigations focused on locations of potential land sites and the current usage, condition and ability to accommodate a broader range of creative uses in Council-owned buildings. Progress on this project was affected by COVID-19 and subsequent loss of resources to complete the investigation. Work to finalise the mapping exercise will continue in 2020/21.					

- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.1 BRICKS AND MORTAR AND HARD CAPITAL INFRASTRUCTURE								
1.1.2	Investigate and devise solutions to the paucity of space for the small-to-medium and not-for-profit cultural and creative sector to enhance their production, operations and storage.	<p> c. Cultivate strategic partnerships with local business and commercial developers to encourage the inclusion of temporary and long-term creative workspace in new developments, and maximise the use of existing empty office, retail or industrial space by creative practitioners.</p>	CRC Economic Development Branch continues to engage with relevant stakeholders to progress the Urban Spaces program. Efforts have focused on securing vacant premises that could be used as ‘pop-up’ shops or display spaces. Due to a number of factors, throughout 2019/20 no spaces were able to be secured. A revised approach is now being considered to reinvigorate interest in the program.					
1.2 ACCESS TO INFRASTRUCTURE AND OPPORTUNITIES								
1.2.1	Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.	<p> a. Ensure continued local community access to existing cultural facilities and new Cairns Performing Arts Centre through discounts for local groups.</p>	The Arts and Cultural In-Kind Assistance program awarded a total of \$39,740 to ten community organisations in 2019/20. Grant funding supported a range of local activities across Tanks Arts Centre venues, CPAC, and Munro Martin Parklands. Activities included exhibitions, concerts, performances, creative developments, workshops and celebrations. Council also continued to provide long-term leasing of Council-owned buildings for a variety of arts and cultural organisations, as well as discounted tickets for pensioners, concession card holders, students, carers, children and families. COVID-19 restrictions have impacted access to all Council facilities throughout 2020.	470	See: 1.1.1 (a) 1.1.1 (c) 1.1.1 (d)	70	See: 3.1.1 (e) 3.1.1 (g) 3.1.1 (i)	
		<p> b. Consult and collaborate with the disability sector to develop an Arts and Disability Strategy to guide the implementation of programs, projects, resources and opportunities arising from this strategy.</p>	Consultation facilitated by Queensland’s peak arts and disability advocate, Access Arts, included around 49 interviews with CRC staff, disability service providers and culture/arts organisations. A survey was also distributed via local disability service providers and ticket-buyers at CRC venues, and a preliminary report was published in August 2019. Key points from the consultation have shaped the content of CRC’s Arts and Disability Strategy, finalised in mid-2020 and adopted in October 2020. The strategy will support improved opportunities, engagement and participation in the arts for people with disability.	112		1		




- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.2 ACCESS TO INFRASTRUCTURE AND OPPORTUNITIES								
1.2.1	Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.	 <p>c. Initiate more cross-Council collaboration, encouraging partnerships with libraries, community development, and recreation and planning departments.</p>	Cross-Council collaborations remained vital to the delivery of Cultural Services' annual outputs. This includes projects such as: Cairns Festival and Grand Parade; RADF Roadshow presentations; Minecraft program; Flame Arts program; Volunteer Program; capital renewal and cultural asset management; business support for grant programs; strategic planning towards arts and disability, young creatives and public art strategy; and communication, marketing and advocacy across a range of projects.					
		 <p>d. Ensure that Council's annual touring visual and performing arts programming includes more opportunities for master classes, workshops, residencies and school visits by touring artists.</p>	Cultural Services continued to deliver a diverse range of professional development opportunities as part of its annual programming. Opportunities included: Tanks Arts Centre's Exhibition Program, Poetry Slam and Critical Thinkers Forums; CPAC performances - Gondwana Festival of Voices; Opera Australia, Madame Butterfly; Bell Shakespeare; Queensland Theatre; Expressions Dance Company Master Class; Cairns Festival: Suburban Satellites; You Should Be Dancing; Opera Qld Community Choir; and Elements Collective.	See: 3.1.1(e) 3.1.1(g) 3.4.2(a)	See: 1.1.1(a) 1.1.1(d) 3.4.2(a)	See: 3.1.1(e) 3.1.1(g) 3.4.2(a)	See: 3.1.1(e) 3.1.1(g) 3.4.2(a)	
		 <p>e. Implement audience and artist development strategies that stimulate and target broader opportunities for older people.</p>	Audience development strategies are being formulated targeting opportunities for older people and seniors. This includes broadening networks with seniors organisations, survey and analysis of the sector to gain information and identify barriers to, and opportunities for arts engagement. Strategic development will incorporate active as well as passive participation. The highly successful Morning Melodies series at CPAC continued to present quality musical entertainment for older audiences in 2019.		See 1.1.1(a)		See 3.1.1(g)	




-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.2 ACCESS TO INFRASTRUCTURE AND OPPORTUNITIES								
1.2.1	Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.	<p>■ f. Develop Festival and Event specific boot camps to build the capacity and capability of organisers of community events.</p>	Council's Community Development and Events Team delivered a series of specific and targeted Event Workshops for community-based groups and organisations to sharpen event management and organisational skills. The free workshops were designed to arm participants with strategies to enhance delivery of their event. The workshop series enabled 15 organisations to network and collaborate with other event organisers, covering topics such as event planning and operations, marketing and sponsorship, as well as tips on attracting funding.	24			1	
1.2.2	Commonwealth Games Festival 2018	Completed in 2018/19						
1.2.3	Increase youth engagement in programs that encourage pathways to further participation, education and employment in cultural and creative industries.	<p>■ a. Consult with young people to identify existing participation, outcomes and needs and develop a Creative Strategy for young people to guide future investment in programs, projects and resources.</p>	Consultation facilitated by industry leaders and independent consultants Lenine Bourke and Lia Pa'apa'a in 2018/19 involved arts sector collaboration, young people, and their families. Findings from the consultation have shaped the content of Council's new Strategy for Young Creatives which was adopted by Council in 2020. The strategy will expand the quality, reach, impact and viability of cultural services programming and ensure tailored engagement by young people.					
		<p>■ b. Partner and collaborate with REACH, JCU, CQU, TAFE, schools and youth service providers to deliver initiatives that provide relevant and meaningful mentoring, internships, industry placements or professional development opportunities.</p>	Collaboration with REACH, JCU, CQU, Peninsula Art Educators Ass, and schools has supported strategic development, promotion and the delivery of a range of focused professional development projects. This includes: Cairns Festival's Suburban Satellites; Elements Collective Hip Hop Residency; screenPLAY workshop series; Bamboo Connect workshop; Understory Film Festival; Cairns Minecraft program; Flame.Arts; Year 13 +; Energy Exhibition 2019; and Curators Award Exhibition.	See: 3.1.1 (e) 3.4.2 (a)	See: 1.1.1 (d) 3.4.2 (a)	See 3.1.1 (e) 3.4.2 (a)	See 3.1.1 (e) 3.4.2 (a)	





- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.2 ACCESS TO INFRASTRUCTURE AND OPPORTUNITIES								
1.2.3	Increase youth engagement in programs that encourage pathways to further participation, education and employment in cultural and creative industries.	<p> c. Grow investment in the 'Young Creatives Program' through outcome-focused partnership with REACH and the RADF program, a partnership between Queensland Government and Cairns Regional Council.</p>	Council continued to partner with Arts Qld to consolidate, package and present a range of individual creative activities under the umbrella of a unified Flame.Arts program. Flame.Arts Access was introduced in 2019 to further expand the impact of the program and ensure tailored engagement by young artists and creative practitioners. The program is designed to provide an implementation springboard for CRC's Strategy for Young Creatives as well as further partnerships with REACH. Delivery of this regional project will continue in 2020/21.					
1.3 INDIGENOUS ARTS DEVELOPMENT								
1.3.1	Invest in new and innovative programs and projects specifically designed to develop Far North Queensland's Aboriginal and Torres Strait Islander performing arts sector.	<p> a. Develop strong and effective communication strategies for ongoing collaboration between Council and Indigenous Traditional Owner groups.</p>	The First Peoples Advisory Committee (FPAC) is an important platform for Council to engage and consult with the Aboriginal and Torres Strait Islander community. FPAC provides comment, feedback and direction on issues that relate to Aboriginal and Torres Strait Islander people and their communities. Cultural Services continued to consolidate collegial and respectful relationships with Traditional Owner groups in relation to the programming and project development captured below.					
		<p> b. Develop and deliver a broad range of activities, programs and industry partnerships that enhance effective and outcome-focused audience development.</p>	Cultural Services continued to build industry collaborations, along with new audiences for Aboriginal and Torres Strait Islander performing arts. Programming partnerships include: Qld Theatre's, The Longest Minute; ACO Collective collaboration with Gondwana Indigenous Choir; Hot Brown Honey Residency; Gondwana Festival of Voices; and Mission Songs Project.	See: 3.1.1 (e) 3.1.1. (g)	See: 1.1.1 (a) 1.1.1 (d)	See: 3.1.1 (e) 3.1.1 (g)	See: 3.1.1 (e) 3.1.1 (g)	

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.3 INDIGENOUS ARTS DEVELOPMENT								
1.3.1	Invest in new and innovative programs and projects specifically designed to develop Far North Queensland's Aboriginal and Torres Strait Islander performing arts sector.	 <p>c. Guide ongoing cultural and creative professional development, collaboration and programming as a legacy of the Commonwealth Games Festival 2018.</p>	As a major initiative in 2020, Council partnered with Regional Arts Services Network (RASN) Arts Queensland to ensure tailored engagement by Indigenous artists and creative practitioners in the delivery of the Flame.Roadtrip program. This regional network of Far North Queensland's emerging artists is designed to build capacity and capability across multiple artforms through workshops, career development, mentorships and networking. COVID-19 has impacted the planned roll out of this program, slated to continue and be completed by June 2021.					
		 <p>d. Build and maintain effective and long-term partnerships that will help secure funding from philanthropic, corporate and government funding sources.</p>	The appointment of a dedicated Arts and Cultural Grants Coordinator, along with the recent appointment of an Aboriginal and Torres Strait Islander Project Officer, continues to support targeted and effective funding partnerships with key government agencies. In 2019/20, partnerships included Arts Queensland's RASN and RADF programs, which require a strong commitment to Aboriginal and Torres Strait Islander engagement.					
1.4 GRANTS, FUNDING AND RESOURCES								
1.4.1	Provide grant funding that builds and sustains the viability and productivity of community-based organisations, and enhances the capacity and capability of local artists and cultural and creative practitioners.	 <p>a. Continue annual investment in the Arts and Cultural Infrastructure Grants program to support capital upgrades, including a new category for collaborative projects that deliver space sharing and storage solutions.</p>	Investment in the Arts and Cultural Infrastructure Grant program totaled \$122,363. Funds were awarded to three organisations towards capital improvements to their premises. Works included: technical and stage improvements; a kitchen and storage upgrade; and a building renovation to improve structural integrity. Survey results from grant recipients reflect high-impact outcomes, along with a high degree of satisfaction and appreciation. The budget for the 2019/20 grant program was approximately 39% less than the previous year due to limited applications.	3 orgs		17	4	





-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.4 GRANTS, FUNDING AND RESOURCES								
1.4.1	Provide grant funding that builds and sustains the viability and productivity of community-based organisations, and enhances the capacity and capability of local artists and cultural and creative practitioners.	 <p>b. Improve promotion, marketing and access to Council's annual arts and cultural grant program and increase community grant writing workshops that are tailor-made for specific grants.</p>	Cultural Services' Communication, Marketing and Design team worked to develop a stronger visual advocacy presence for the combined suite of grants RADF; Arts and Cultural In-Kind Grant; and Arts and Cultural Infrastructure Grant. Access has been increased via the RADF Roadshow series, workshop clinics, and face-to-face meetings. Website improvements include the addition of project highlights and case studies to promote recent RADF success stories. Increased social media promotion of Cultural Services grants resulted in a reach of 150,740 as well as more than 2,000 active engagements with these posts.	67				
		 <p>c. Increase investment in the Regional Arts Development Fund (RADF) partnership with Queensland Government, and reshape RADF to align with the strategic objectives of this strategy and the changing needs of the sector.</p>	Council's contribution to the RADF partnership with Arts Queensland increased by \$17,500 to make a total of \$115,000, while the State Government's contribution of \$100,000 remained unchanged from the previous year. This combined investment supported 36 projects across RADF's grant streams. Council's increase enabled the development of two new RADF programs the Flame.Arts Access Leg Up grant, and the inaugural City of the Arts Hero project grant.	1,033	8,436	21	18	
		 <p>d. Provide rates-based financial assistance for not-for-profit cultural and arts organisations and groups.</p>	Council provided about \$1.4m in Rates Based Financial Assistance (RBFA) this financial year to 144 community and sporting groups. Approximately 9% of these organisations deliver arts and/or cultural activities.	13 orgs				
		 <p>e. Invest in annual Local Community Events, Regional Events, Major Tourism Events and Industry Development grant streams.</p>	The Community Grants program supported a broad range of community activities and enterprise. Investment specific to arts and cultural events and industry development is managed across Cultural Services, and Planning and Environment. Apart from Cultural Services' grant program, targeted investment across Local, Major Tourism and Industry Development events grants, distributed around \$95,800, plus \$32,700 in-kind contribution. This investment supported 14 organisations and generated high level engagement and participation.	323	32,118	137		




-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.4 GRANTS, FUNDING AND RESOURCES								
1.4.1	Provide grant funding that builds and sustains the viability and productivity of community-based organisations, and enhances the capacity and capability of local artists and cultural and creative practitioners.	<p>[In progress]</p> <p>f. Review existing arts and cultural funding guidelines, policies and processes to ensure they are accessible and flexible enough to support the diverse needs and aspirations of artists and arts/cultural workers with disability.</p>	Actions to develop accessible and inclusive grant processes will be implemented in accordance with the roll-out of the new Arts and Disability Strategy over the next two years. As a major initiative, the Flame.Arts Access program was introduced to the RADF program to ensure tailored engagement by people with disability, including the Flame.Arts Access Leg Up grant, and Flame.Arts Access target projects. Six Access Leg up grants were awarded to support professional development and creative opportunities.	6 grants			2	
1.5 COLLABORATION, CROSS-PROMOTION & INFORMATION FLOW								
1.5.1	Establish new and innovative models for collaboration, cross-promotion and information flow.	<p>[In progress]</p> <p>a. Recruit an Education Officer to:</p>	A dedicated Education Officer will be an important addition to the Cultural Services team, and although appointment of this officer was not achieved this year, it will continue to be a key priority over the next twelve months. In the meantime, the following milestones have been achieved and will set the foundation for further work.					
		<p>[In progress]</p> <p>b. Develop and deliver audience development and educational programs, and packages and seminars for school and tertiary students.</p>	Diverse and targeted platforms for school and tertiary student education included: the creative development towards Cairns Children’s Festival; CPAC and Tanks presentations tailored for excursions and website information with teachers support material; The Cairns Minecraft program delivery of in-person and online workshops in 3D printing, game server administration and character design; and lastly, Cairns Festival’s Elements Collective hip-hop dance residency for local dance students, resulting in a signature performance in the 2019 Cairns Festival.	See: 2.3.1 (c) 3.1.1 (e) 3.1.1 (g) 3.4.2 (a)	See: 1.1.1 (a) 1.1.1 (d) 2.3.1 (c) 3.4.2 (a)	See: 3.1.1 (e) 3.1.1 (g) 2.3.1 (c) 3.4.2 (a)	See: 3.1.1 (e) 3.1.1 (g) 2.3.1 (c) 3.4.2 (a)	

- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.5 COLLABORATION, CROSS-PROMOTION & INFORMATION FLOW								
1.5.1	Establish new and innovative models for collaboration, cross-promotion and information flow.	<p> c. Build volunteer capacity through network development, and initiate a culture and the arts volunteer appreciation program to promote and acknowledge the efforts and commitment of the region's dedicated volunteers.</p>	Cultural Services Volunteer Program was reinvigorated with new volunteers recruited for the Tank 4 Gallery. In 2021, the Volunteer Program will expand to include the Cairns Court House, with opportunities promoted through the Green Space our Place and Cairns Libraries volunteer programs. An acknowledgement ceremony including certificates of appreciation signed by the Mayor is scheduled for December 2020 to recognise the work and dedication of volunteers who support Cultural Services' annual programming and events.			17		
1.5.2	Launch the new online Cairns Arts and Culture Map as a new 'go-to' resource for information about our region's arts and cultural offerings.	<p> a. Invest in proactive and ongoing promotion of the Map to align with tourism marketing and economic development platforms, that ignite and sustain interest in the region's arts and cultural offerings.</p>	To increase listings and build the visual profile of the Map, multi-platform marketing has continued to target the arts and culture sector. This has included links in Council email signatures; social media; Cairns Central electronic bill board; and press advertising including two full-page advertisements in the new Vibrance magazine. Specific and targeted media posts resulted in a reach of 2,650 and 120 active engagements.	120				
		<p> b. Build strong customer relationships to encourage relevant sectors to get on the Map and participate in the initiative.</p>	The Cultural Services Map Team continued to work closely with users. Since July 2019, there have been 47 new contributors creating 48 additional listings across the 8 categories of the Map, and over 13,969 visitors from as far afield as Trinidad, Tobago, Azerbaijan, Angola and Vietnam. Effective and timely customer service has been integral to the strategic development of this valuable community resource.	47				
		<p> c. Establish continual improvement of the Map, and design secondary functions in line with user needs.</p>	Ongoing improvements have been made to the Map to keep pace with the changing needs of users. As well as minor improvements to the administration side of the website, a new drop-down search tool was created and the word search function was refined to make it easier to find listings. Apart from technical improvements, CRC has also initiated a Regional Partnerships Project to enable neighbouring local government authorities to promote a regional network of creative artists, facilities, experiences and destinations.	3 LGA			1	

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
1.6 STATE OF THE ARTS IN CAIRNS – RESEARCH								
1.6.1	Partner with JCU and CQU to undertake a five-year research project that tracks and interrogates the extent to which the culture and arts strategy is achieving its goals.	 a. The degree to which the community is engaged with, enriched by, and makes use of arts and cultural infrastructure and resources.	See next page for insights relevant to Priority 1.	46			6	
		 b. The degree to which infrastructure and resources contribute to the sector’s ability to develop skills, produce new work, and sell or export their product.						
		 c. The degree to which collaboration, partnerships and cross-promotion influences the capability and sustainability of the sector.						

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

State of the Arts in Cairns Report 2019 (SoARTS) - Research Partnership with JCU and CQU

The specific priority areas of the Strategy for Culture and the Arts 2022 below, are matched against various key findings from the SoARTS Report 2019. These findings reinforce areas of the strategy that require strong and focused attention.

Priority 1: Infrastructure, resources and skills that support and stimulate the cultural and creative life of our community

Priority Area	SoARTS Report 2019 Key Findings
<p>Priority 1.1.2 Investigate and devise solutions to the paucity of space for the small to medium and not-for-profit sector to enhance their production, operations and storage.</p>	<p>Sector Insights: public infrastructure assets (p17) Stakeholders cited that infrastructure for the production of culture and the arts is as necessary as prominent venues for display.</p> <hr/> <p>Sector Insights: public infrastructure assets (p17) Gaps in infrastructure – general themes: Purpose built regional museum/ art gallery focused on Indigenous ‘Keeping Place’ and Production Space to develop new work.</p>
<p>Priority 1.2.1 Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.</p>	<p>Sector Insights: public infrastructure assets (p17) Stakeholders cited the Commonwealth Games Festival 2018 and opening of CPAC as good models for inclusivity and access to civic infrastructure.</p> <hr/> <p>Sector Insights: public infrastructure assets (p17) Council’s contribution to civic infrastructure is rated high and represents values: pride/ prestige/wellbeing.</p> <hr/> <p>Sector Insights: public infrastructure considered vital (p17) Infrastructure needs development in ‘local places’ where communities live. Example = MMP model in the inner residential suburbs.</p>

Priority 1: Infrastructure, resources and skills that support and stimulate the cultural and creative life of our community

Priority Area

SoARTS Report 2019 Key Findings

Priority 1.4.1

Provide Grant funding that builds and sustains the viability and productivity of community-based organisations, capacity and capability of local artists and cultural and creative practitioners.

Sector Insights: Positioning of the Sector (p11)

A successive reduction in funding levels provided by State and Federal governments has negatively impacted the range of services available to the sector.

Sector Insights: Styles of governance (p12)

Financial pressures are heightened in Cairns where there are limited opportunities to secure corporate investor partnerships that are scalable across the breadth of the sector.

Sector Insights: Networks (p14)

Stakeholder sentiment that the tacit and intangible benefits associated with culture and the arts are at risk of becoming undermined by explicitly economic imperatives, and that this may further inhibit a holistic value of the industry.

Priority 1.5.1

Establish new and innovative models for collaboration, cross-promotion and information flow.

Sector Insights: Positioning of the Sector (p11)

Conclusion that there is an opportunity to investigate specific enterprise models for the arts that can allow the sector to operate without hard divisions.

Sector Insights: Positioning of the Sector (p11)

Inclusivity is a dominant theme that exists within the NFP arts and cultural sector – cited as highly desirable and beneficial to growth.

Sector Insights: Professional Sector Services (p15)

The sector requires support and understanding of economic sustainability associated with small arts organisations and micro-businesses.

Sector Insights: Key Points (p22)

A shared vision for the region’s arts leaders is the need for a united arts advocacy group that could draw together resources in terms of business acumen as well as skills lobbying, policy development, esteem and impact building and networking.

Understory Film Festival 2019

Understory Film Festival continues to grow from strength to strength, moving to the Cairns Performing Arts Centre (CPAC) in November 2019 for the first time as a paid event. Understory receives films created by emerging and established filmmakers of all ages, coming from as far south as Townsville, reaching north to the Torres Strait.

A total of 500 people attended the festival, with 37 audience members participating in an online survey that followed. Due to the small sample size, response may not be representative of all those involved but it still offers useful information.

Levels of satisfaction with the overall quality and artistic merit of the event was very high, with 81.6% of respondents satisfied or very satisfied. Overall, levels of personal enrichment were also high. This was supported by agreement that the event strengthened their appetite and expectation for the arts and cultural programs and products (72.9%) and more than half (59.5%) indicating it had inspired them to attend similar events in the future. The venue itself, and mixing with like-minded people was inspirational.

A series of questions focused on 5 aspects of the CPAC venue to understand satisfaction levels and suggestions for improvement. Overall an exceptionally high number of respondents were satisfied or extremely satisfied with the amenity of the venue (97.2%); parking (92.4%); affordability (94.6%); and customer service (86.5%). Mixed responses to the suitability of CPAC hosting this event indicate that some respondents preferred the previous year's venue, the Tanks Arts Centre. Improvements to sound and lighting need to be considered with (n=6; 25%) respondents having concerns, particularly with the sound.

The audience survey also enquired into website and other media channels as sources of information about the Festival. More than three-quarters (83.7%) of the respondents were satisfied or very satisfied with the availability of information. With the inclusion of a new youth category, there were suggestions to advertise the event through schools to increase attendance.

These results affirm that the Understory Film Festival is a vital platform for the region's growing base of filmmakers to create and present their films, sharing their stories and supporting screen culture across Far North Queensland.

Understory Film Festival 2019

Level of Satisfaction 1 (low) to 5 (high)



Evaluation - Measures for Success

INTRINSIC MEASURES MET

Community satisfaction and appreciation

INSTRUMENTAL MEASURES MET

Accessible and affordable facilities commensurate with the needs and expected growth of the Cairns community.

INSTITUTIONAL MEASURES MET

Improved capacity, usage and promotion of Council-owned and community-run cultural facilities, venues and spaces.

Effective frontline services that focus on community engagement and communication with the cultural sector.

CASE STUDY PRIORITY 1



YEAR TWO
PRIORITY TWO

Culture, heritage and place

are valued, shared, celebrated and promoted.

Objective: Cairns has a special and palpable identity as a bustling international destination – a regional tropical city with a complex and fascinating heritage and character. The region’s Indigenous and multicultural heritage, coupled with esteemed environmental values, create an exceptional cultural landscape. This priority area focuses on measures to understand, protect and communicate the value of our shared identity and cultural heritage – both tangible and intangible – in shaping our shared sense-of-place.

PRIORITY 2 KEY MILESTONES

An estimated **664** people or groups actively participated in the program

An estimated **1,322** people were audience members (in addition to other stats captured in other outcomes)

An estimated **13** short-term employment opportunities were created for individuals or contractors

An estimated **30** volunteers supported the program.

Partners and Collaborators

Dept Ed (ICECC) Indigenous
Community Engagement
Cultural Capability

Dept Ed (SDSS) Specialist Disability
Support Services

Dept Youth Justice

Queensland Aboriginal Islander
Health Council (QAIHC) and
Member Services

Regional Youth Networks &
working groups

Regional Arts Org’s -Theatre, Music,
Performing, Visual Art Networks

Land Council PBC’s (Aboriginal
Corporations)

Queensland Theatre

Redlynch State College

St Andrew’s Catholic College

Peace Lutheran College

Queensland Museum

Cairns and District Chinese
Association Inc (CADCAI)

Cairns District Family History Society




Green Space, Our Place - Volunteer
Program





Gympie Art Gallery




Tourism Tropical North QLD





Friends of the Botanic Gardens

Saltwater Creek Basketry Group

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.1 CONSERVATION AND PRESERVATION								
2.1.1	Develop adaptive reuse of the former Cairns Court House and Mulgrave Shire Council Chambers in step with heritage values, broader tourism strategies and precinct development plans for the CBD.	 <p>a. Integrate an interpretive strategy in the conservation planning that acknowledges and respects the sensitivities of the region's Indigenous people, and provokes an understanding of the related circumstances of these buildings.</p>	To ensure stories and themes relevant to Traditional Owners are embedded in the interpretation, in June 2020 planning sessions with Traditional Owner groups, Yirrganydji, and Gimuy Walubara Yidinji as well as representatives of other First Nations communities, were facilitated by Australian Heritage Consultants. Discussions identified a range of potential themes relating to Law and Order including development of social justice, and Indigenous legal services. Consultation will continue.	22			1	
		 <p>b. Design and develop interpretive media to orientate, stimulate and educate audiences through a curated and diverse program of events, activities, signage and print media.</p>	The Court House Interpretive Strategy has been completed and identifies a range of options to enhance visitor experience and understanding of the significance of the building. These range from basic signage and imagery, through to more sophisticated and contemporary digital and interactive formats. The draft strategy also identifies the re-use, exhibition and interpretation of moveable heritage elements connected to the building. The finalisation of interpretive media will continue in 2020/21 along with programming of Court House events and activities.	See 2.1.1 (a)			See 2.1.1 (a)	
2.1.2	Build ethical, effective and collaborative procedures for policy, programs and promotion concerning cultural knowledge and creative expression of Aboriginal and Torres Strait Islander people.	 <p>a. Establish ongoing collaboration and dialogue with our Indigenous community to address shared priorities in regard to cultural heritage and methods for improving procedures, promotion, policy and programs.</p>	The First Peoples Advisory Committee (FPAC) provides comment and direction on issues concerning Aboriginal and Torres Strait Islander people and their communities. Council's Innovate Reconciliation Plan (RAP) 2019-21 identifies clear actions and realistic targets towards meaningful and productive relationships with First Peoples and communities. Cultural Services have generated opportunities to test and strengthen procedures concerning the sharing of cultural knowledge on the Cairns Court House interpretive project, Flame.Roadtrip, as well as CPAC and Tanks Arts Centre programming.	See: 2.1.1 (a) 3.1.1 (e) 3.1.1 (g)	See: 1.1.1 (a) 1.1.1 (d)		See 2.1.1 (a)	

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.1 CONSERVATION AND PRESERVATION								
2.1.2	Build ethical, effective and collaborative procedures for policy, programs and promotion concerning cultural knowledge and creative expression of Aboriginal and Torres Strait Islander people.	 b. Investigate the possibility of establishing a centre that could showcase and promote Indigenous arts, culture and heritage.	A national Indigenous Heritage Centre has been identified as a key regional enabler supporting the promotion of Far North Queensland Indigenous culture and heritage in the Cairns 2050 Shared Vision. Council commissioned infrastructure consulting firm AECOM to develop a business case to support the expansion of the Cairns Gallery precinct. Consultation included discussions on how the precinct could become a showcase and distribution point for Indigenous art and artists. The business case identifies an increasing demand for Indigenous product and cultural experiences, and emphasizes the need for initiatives that drive cultural tourism.				1	
		 c. Support and better promote signature Aboriginal and Torres Strait Islander events and celebrations that strengthen understanding and appreciation, of contemporary and traditional Indigenous cultural heritage and creative expression.	Council invested \$253,488 in grants and partnerships to support and promote a range of Aboriginal and Torres Strait Islander events and activities this year. This included events such as the Miriki and Australian Ballet Partnership, Cairns Indigenous Art Fair, Hot Brown Honey Creative Development and performance, 2019 NAIDOC week celebrations, and Big Talk One Fire. Support was provided through funding, supply of venues, staffing and technical operations, along with marketing and promotion. The total attendances across the events were 50,985, with 46,000 being from CIAF.	See: 3.1.1 (e) 3.1.1 (g)	See: 1.1.1 (a) 1.1.1 (d)	See: 3.1.1 (e) 3.1.1 (g)	See: 3.1.1 (e) 3.1.1 (g)	
2.1.3	Preserve, protect and value our region's shared and significant cultural heritage and historical and contemporary collections.	 a. Deliver effective preventative maintenance across Council's significant heritage assets.	Council has implemented preventative maintenance on the following Queensland heritage listed assets: Cairns Art Gallery, McLeod Street Pioneer Cemetery, and Cairns Court House. All maintenance was carried out in accordance with conservation management plans and annual maintenance schedules. Restoration and repair was also undertaken on two significant public art assets, the Cairns Library Literary Trail and the Tanks Arts Centre's mosaic wall.				2	




-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.1 CONSERVATION AND PRESERVATION								
2.1.3	Preserve, protect and value our region's shared and significant cultural heritage and historical and contemporary collections.	<p> b. Commission a Conservation Management Plan and Interpretive Strategy for the World War II Command Centre/ Scout Hut, and develop interpretive media to stimulate awareness of the significance of the building in collaboration with Scout Association Queensland.</p>	A Conservation Management Plan for the historic World War II site was finalised in 2018. The plan includes a conditions report and the historic context of the building, along with guidelines for potential restoration, adaptation, and interpretation of the building. As possibly the largest surviving civilian shelter in Far North Queensland, and due to its rarity and historical associations, Council will continue to liaise and collaborate with the current leaseholders Scout Association Queensland, towards the future interpretation of the building.					
2.2 PARTNERSHIPS AND COLLABORATION								
2.2.1	Build and sustain the capacity of our region's art and historical museums, historical societies and genealogy groups.	<p> a. Continue to support major partnerships with Cairns Art Gallery, Cairns Museum and CIAF towards a shared vision for preserving, presenting and promoting the region's cultural heritage and valuable historical and contemporary collections.</p> <p> b. Strengthen the partnership and collaboration with Queensland Museum Regional Museum Development Program to deliver an annual program that supports:</p> <ul style="list-style-type: none"> • A collaborative network • Professional development training • Policy and procedures for collection management 	<p>Council continued to support the operations of flagship organisations Cairns Art Gallery, Cairns Museum and CIAF through formal resource and performance agreements that are aligned with Council's corporate objectives and key priorities of the Strategy for Culture and the Arts 2022. This support has generated collective audiences of 407,680 as well as a high level of active participation in events and activities that promote the region's historical and contemporary collections.</p> <p>Queensland Museum's MDO for FNQ, continued to support museums and collecting groups across the region. With around 349 active engagements, 28 site visits and 5 training sessions, a key focus of the program has been best practice collections management, and building the capacity and capability of the region's museums and historical societies. Council and the MDO program also supported the 2019 Museum and Galleries Queensland State Conference: Opening Doors, providing venues, in-kind support, promotion and the presentation of papers.</p>					
				349	147		1	

- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.2 PARTNERSHIPS AND COLLABORATION								
2.2.1	Build and sustain the capacity of our region's art and historical museums, historical societies and genealogy groups.	<p>c. Develop strategic partnerships with CADCAI, State and Federal government and Queensland Museum to support the development of a Chinese Cultural and Heritage Centre.</p>	Council continues to support CADCAI's vision to develop a Chinese Cultural and Heritage Centre through a short-term lease on the potential Greenslopes Street site while the organisation leverages funding opportunities for this significant development. Council also supports ongoing access to the MDO services to carry on the work undertaken in previous years including advice regarding strategic planning, business plans and conceptual drawings for the new Chinese Cultural Centre.					
2.3 PRESENTATION, PROMOTION AND PROGRAMS								
2.3.1	Connect people and communities to the region's diverse history and cultures through engagement and participatory experiences.	<p>a. Develop joint community ventures in events and/or projects that connect cultural and creative diversity, and promote the region's shared heritage, assets and collections to new audiences.</p>	Joint community initiatives were activated through collaborations, presentation partnerships, and/or funding across the visual art, festival and museum sector. Projects designed to celebrate and promote local identity and cultural heritage included: Cairns Festival's large scale projection, City Lights Migratory Patterns; Suburban Satellites, Voices of the River and Light Moves; Cairns District Family History Society's production Shadows of the Past in McLeod Street Pioneer Cemetery; and an interactive CBD Public Art Walking Tour to showcase Cairns' vibrant collection of public art as part of the 2019 Museum and Galleries Queensland State Conference.	31 See 3.4.2 (a)	400 See 3.4.2 (a)	13 See 3.4.2 (a)	2 See 3.4.2 (a)	
		<p>b. Initiate culture-led and collaborative projects across Council libraries, performing and visual arts venues, and recreational facilities to value-add existing programs and resources.</p>	Cultural Services' collaboration with Libraries, Parks & Recreation, Facilities Management, and the Planning department on projects designed to celebrate the region's shared history and cultural heritage continued this year. This included projects focusing on three iconic sites: Cairns Festival's City Lights projections on the City Library; Minecraft's 3D printing workshops modelling the historic Cairns Court House building; and the Green Space Our Place Program caring for the McLeod Street Pioneer Cemetery.	40 See 3.4.2 (a)	See 3.4.2 (a)	9	See 3.4.2(a)	




- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.3 PRESENTATION, PROMOTION AND PROGRAMS								
2.3.1	Connect people and communities to the region's diverse history and cultures through engagement and participatory experiences.	<p> c. Expand collaborative partnerships with our neighbouring Councils and encourage youth participation in connecting and interpreting our regional sense-of-place.</p>	Cultural Services initiated new collaborative partnerships with neighbouring Councils Cassowary Coast, Tablelands, Douglas and Etheridge on a regional placemaking project co-funded by the Arts Qld RASN program. Flame. Design is designed to engage young people from across the region to identify iconic historical buildings in their towns and replicate them on a digital platform. Continued collaboration with Gympie Art Gallery via Gympie Regional Council, and a new participation by Tablelands Regional Council, have also enabled further development of the Year 13+ suite of exhibitions and mentorship projects for young artists.	106 See 3.1.1 (e)	475 See 3.1.1 (e)	8	2	
2.3.2	Encourage opportunities to drive visitation and promote the city's cultural experiences to the world.	<p> a. Partner with Tourism Tropical North Queensland and State tourism bodies to: Develop a collective presentation, promotion and destination-branding campaign that supports a 'distinctive Cairns cultural experience' and stimulates market exposure.</p>	Groundwork and inroads towards brand alignment and promotion of the city's collective culture and art-related experiences and destinations have been evolving. The confluence of solid evidence-based research undertaken this year, along with post COVID-19 recovery planning has precipitated focused and strategic discussions with key arts and creative industry stakeholders, as well as with tourism and economic development bodies. This valuable body of work will enable a strong case for investment and recognition of the sector's importance to the economy, and specifically to tourism.					
		<p> b. Leverage and promote the new online Cairns Arts and Culture Map to package and present the collective appeal of the region's valuable heritage assets, City Collection and public art assets.</p>	Presentation and promotion specific to heritage and public art assets continues through self-guided heritage walks, historic interpretive trails as well as self-guided mural and public art trails. Opportunities to leverage promotion of the Cairns Arts and Culture Map were included in the 2019 Museum and Galleries Qld State Conference, where delegates were given an interactive introduction to the map as well as a taste of the vibrant collection of public art in Cairns CBD.	See 2.3.1 (a)				






-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.3 PRESENTATION, PROMOTION AND PROGRAMS								
2.3.2	Encourage opportunities to drive visitation and promote the city's cultural experiences to the world.	<p>In progress</p> <p>c. Support Friends of the Botanic Gardens and Saltwater Basketry to further develop and expand Sculpture Botanica as a signature public art event for Cairns.</p>	Sculpture Botanica Cairns is a partnership between the Saltwater Creek Basketry Group and the Friends of the Cairns Botanic Gardens. The biannual event commissions regional artists to produce works of art predominately from natural materials for the Botanic Gardens precinct and Sugarworld Gardens in Edmonton. Although the 2020 event was cancelled due to COVID-19, Council will continue to support the Friends of the Botanic Gardens to grow this important program through a formalised Resource and Performance Agreement.					
2.4 REVITALISATION, URBAN VITALITY AND PUBLIC ART								
2.4.1	Develop distinctive, engaging and reinvigorated urban and suburban spaces and places, including streetscapes, cycle ways, and parks and gardens.	<p>Completed to a tangible outcome in 2019/2020</p> <p>a. Broaden delivery of cultural and creative-led revitalization projects to integrate historic and contemporary threads.</p>	The delivery of cultural and creative-led revitalization projects includes: The integration of public art and creative processes into Council's urban design, development and renewal projects; program planning and conceptual development for the Cairns Festival 2020; the Cairns Court House Interpretive project; and a suite of creative urban redevelopment projects across suburban landscapes. The design and planning frameworks set a strong foundation for further implementation of projects targeting revitalisation and promotion of the region's shared heritage and character.	See: 2.1.1 (b) 2.4.3 (a)			See: 2.1.1 (b) 2.4.3 (a)	
		<p>In progress</p> <p>b. Strengthen linkages to the city's historic architecture, art and cultural precincts, and recreational hubs to improve functionality of public space.</p>	One of the central themes of the Cairns City Master Plan celebrates culture, creativity and the arts. The master plan aims to integrate art, storytelling and place-making to create adaptive, flexible public spaces. The planned Cairns Gallery Precinct connects three significant heritage-listed buildings, the Esplanade Parkland and waterfront, plus other key cultural destinations. Work has continued on an essential component of the new precinct - the adaptive restoration of the Cairns Court House.				See 1.1.1 (b)	

- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.4 REVITALISATION, URBAN VITALITY AND PUBLIC ART								
2.4.2	Develop and endorse a new five-year Public Art Plan to embrace place-making, livability and sustainability outcomes	 <p>a. Create an integrated approach to the acquisition and commission of new works, public programs, activities, and collections management.</p>	A new Strategy for Public Art and Creative Placemaking was developed and endorsed by Council 2020. The strategy, along with a revised Public Art Policy, provides guidelines and procedures for the commissioning, management, maintenance, de-accessioning and implementation of public art. The new planning cycle aims to deliver place-based and curated integration of public art across three thematically linked focus areas: New Works, Public Programs, and Collections Management.					
		 <p>b. Create, publicise and distribute a Public Art Developer’s Handbook to cultivate strategic partnerships and encourage local developers to invest in public art.</p>	Initial drafting of a public art handbook for developers, contractors and businesses progressed in tandem with planning and policy development. When finalised, the resource will provide an overview and case study of current public art assets, their location and thematic considerations. The resource will also provide steps to guide and inform prospective project development in terms of conceptualising, commissioning and installation of creative work. The drafting of the handbook will continue in 2020/21.					
2.4.3	Implement an annual public art program that reflects and promotes the distinctive character and lifestyle of the region.	 <p>a. Initiate public art projects across suburban landscapes using smaller-scale projects that engage and involve community participation.</p>	Opportunities for suburban public art projects included the \$2 million upgrade of Kamerunga and Redlynch Intake Road, and the Youth Urban Art Pride of Place Project. Professional artists were commissioned to lead the design and production of site-specific public art. The Kamerunga/Redlynch project secured the support of residents, teaching staff and students from Redlynch, St Andrews and Peace Lutheran colleges. A separate Youth Urban Art project produced large-scale murals on walls, skate park ramps and buildings co-designed with youth and local street artists across ten suburban landscapes.	116	300		4	

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.4 REVITALISATION, URBAN VITALITY AND PUBLIC ART								
2.4.3	Implement an annual public art program that reflects and promotes the distinctive character and lifestyle of the region.	 <p>b. Initiate a new and expanded annual temporary and ephemeral public art program of event-specific and site-specific programs.</p>	The Public Art and Placemaking Strategy includes events and place-based activities designed to cultivate new audiences and a receptive environment for contemporary public art. The strategy's Public Programs category contains two specific schemes to deliver creative placemaking projects over the next two years. The focus will be on new and expanded annual event-specific projects and activities that generate skills development and professional opportunities for local artists and designers.					
		 <p>c. Commission and procure major and iconic public art, Indigenous art, temporary art, and local, national and international works.</p>	No new major public art works were commissioned this year. Cultural Services have instead focused attention on building a framework to support an integrated and holistic public art program over the next few years. Work undertaken to identify and masterplan potential projects will ensure curated integration of public art as a component of major design projects into the future.					
2.5 STATE OF THE ARTS IN CAIRNS - RESEARCH								
2.5.1	Partner with JCU and CQU to undertake a five-year research project that tracks and interrogates the extent to which the culture and arts strategy is achieving its goals.	 <p>a. The role that renovation and redesign plays in the experiential quality of Cairns.</p>  <p>b. How existing buildings and landmarks act as activators for neighbourhoods.</p>  <p>c. The way the built form, natural environment and landscape design combine to form a distinct cultural identity that inspires arts and cultural industries.</p>	<p>Proposed research focus will be investigated in 2020/21</p> <p>See next page for insights relevant to Priority 2.</p>					

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

State of the Arts in Cairns Report 2019 (SoARTS) - Research Partnership with JCU and CQU

The specific priority areas of the Strategy for Culture and the Arts 2022 below, are matched against various key findings from the SoARTS Report 2019. These findings reinforce areas of the strategy that require strong and focused attention.

Priority 2: Cultural, heritage and place are valued, shared, celebrated and promoted

Priority Area	SoARTS Report 2019 Key Findings
<p>Priority 2.1.2 Build ethical, effective and collaborative procedures for policy, programs and promotion concerning cultural knowledge and creative expression of Aboriginal and Torres Strait Islander people</p>	<p>Sector Insights: Identified groups (P13) More than 65% of stakeholder group have/or are seeking to place Aboriginal or Torres Strait Islander people in leadership roles within their team.</p> <hr/> <p>Sector Insights: Key Points (P22) The Sector has high awareness of cultural inclusion, but no sector-wide guiding principles for diversity inclusion are currently standard.</p> <hr/> <p>Sector Insights: Diversity and Inclusion (P13-14) Diversity is highly valued aspect of the sector, with wide representation across age, gender, ethnic and cultural diversity as well as socioeconomic status (with Aboriginal and Torres Strait Islanders arts practice as an important leitmotif).</p>
<p>Priority 2.3.2 Encourage opportunities to drive visitation and promote the city's cultural experiences to the world.</p>	<p>Economic Analysis: Key Points (p6) International tourists visit Cairns for its natural attractions but their short visits limit opportunities for engagement in cultural experiences.</p> <hr/> <p>Arts and culture Tourism Potential: Results/Findings (p24) Results show low rates of 'participation' in arts/cultural activities during their visit.</p> <hr/> <p>Sector Insights: Key Points (p22) The sector critically needs to find traction with other industries, especially tourism.</p> <hr/> <p>Sector Insights: Liveability (p20) Extraordinary artistic experiences are needed to change the perception that the region is ultimately about the reef and rainforest.</p>

COVID -19 Live Recovery (CPAC and Tanks Arts Centre)

In June 2020 Arts Queensland announced a two-year Arts and Cultural Recovery Package for Queensland’s arts and cultural sector. The Recovery Package included a Venue Pilot Program, funding six state-wide regional venues to deliver local programming and support COVID-safe audience engagement. As testament to Cairns’ growing reputation and creative identity, Cairns Performing Arts Centre (CPAC) and Tanks Arts Centre were two of the venues selected to participate in the Program.

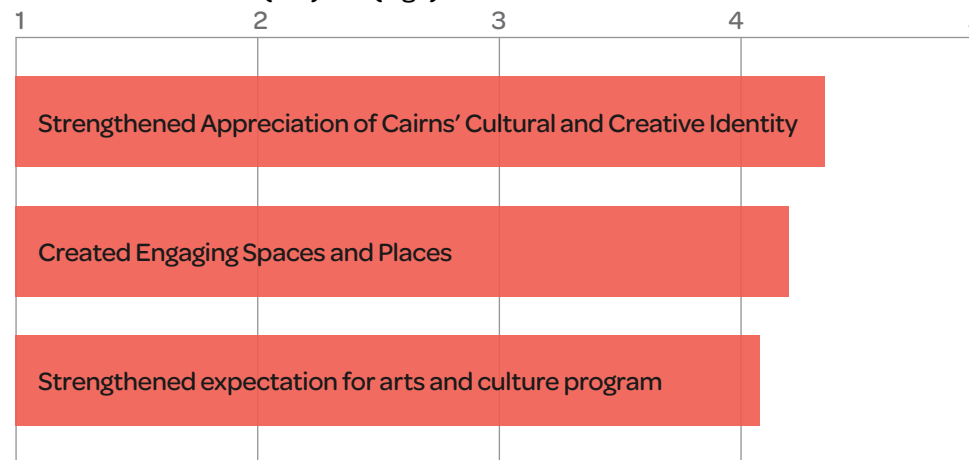
The COVID Live Recovery program of performances and digital activities produced throughout July and August 2020 were designed to support the employment of local artists as well as get audiences back in seats as restrictions began to ease. Eight headline North Queensland based artists, along with eight local support artists were enabled by Council’s professional production and marketing capability. Increased staffing, security, cleaning, customer service skills and training measures were also implemented to facilitate COVID-safe events.

A total of 1,356 attended the eight productions, with 39 audience members participating in an online survey. In terms of personal enrichment, levels of contentment with the overall quality and artistic merit of the productions were high, with more than three-quarters (76.3%) of respondents satisfied or very satisfied. Events were also seen to have “strengthened their appreciation and connection to Cairns and our cultural and creative identity” (mean = 4.35), and more than three quarters (84.6%) indicated the event had inspired them to attend more art and culture events. At CPAC, participants generally were inspired because of their level of enjoyment in seeing and supporting live performances. At the Tanks Art Centre, the venue itself was inspirational and supported the enjoyment of the performances.

Overall, these results affirm that the COVID-19 Live Recovery program of events was greatly welcomed by audience members and provided a timely opportunity for Cairns to showcase and promote the region’s local talent and world-class venues. Learnings from programming, marketing and operational delivery will assist reactivation of live performance in a post COVID-19 environment.

COVID-19 Live Recovery (CPAC and Tanks Arts Centre)

Level of Satisfaction 1 (low) to 5 (high)



Evaluation - Measures for Success

INTRINSIC MEASURES MET

Connection to place and strong cultural identity.

Visible, engaging, accessible and vibrant spaces and places

INSTRUMENTAL MEASURES MET

Reinvigorated culture-led revitalisation of urban spaces and places

INSTITUTIONAL MEASURES MET

Improved participatory process and decision-making for promotion and interpretation.

KNOCKING OFF THE RUST

The Best of Cairns Comedy!



A robust cultural economy

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

Objective: Cairns has a growing reputation as a centre of excellence for the arts, and a high number of people employed in the creative industries compared to our northern neighbours. This priority area is about supporting the workforce and maximising the plentiful development opportunities that are coming our way in the next five years. We have also developed actions that will help place Culture and the Arts more firmly as a player in our region's economy and in our tourism brand.

PRIORITY 3 KEY MILESTONES

An estimated **4,974** people or groups actively participated in the program

An estimated **102,953** people were audience members (in addition to other stats captured in other outcomes)

An estimated **804** short-term employment opportunities were created for individuals or contractors

1 Long-term employment opportunity was created.

An estimated **114** volunteers supported the program.

Partners and Collaborators




Dead Puppet Society
ARC Disability Services
Cairns Art Gallery
Cairns Museum
CIAF
NorthSite Contemporary Arts
Making Whoopie
National Museum
UMI Arts
Sorami Ochi and Hayley Gillespie
Polyglot
Cairns Tropical Writers Festival
Bonemap
Miriki Performing Arts
JUTE Theatre Company
Circa
The Young Company
Screen Queensland
National Joblink
REACH
Central Queensland University
James Cook University
Tablelands Regional Council
Yak Yak Yak
Cycas Circus
QPAC
Queensland Theatre
Opera Australia
Expressions Dance Company
Opera Queensland
Yarrabah Art Centre
Black Honey Company
AGB Events
Screenworks
QMusic





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term	
3.1 PROGRAMMING, PROMOTION AND AUDIENCE DEVELOPMENT									
3.1.1	<p>Align Council's flagship venues to produce an annual performing and visual arts program that provides entertainment and cultural experiences as good as any Australian capital city, and promotes Cairns as an international creative powerhouse. Cairns Performing Arts Centre (CPAC) Munro Martin Parklands Tanks Arts Centre Cairns Court House Art Precinct</p>	<p>[Green bar]</p> <p>a. Support and strengthen Council's MOU with Queensland Performing Arts Centre (QPAC) to attract the world's finest performing arts companies to Cairns, and deliver mutually beneficial opportunities for professional development, mentorship, programming initiatives and exchange of ideas.</p>	<p>The MOU between Council and QPAC strives to build the capacity of both organisations' performing arts teams. The partnership has the ability to provide significant, long-term and sustainable benefits for the region and strongly supports Council's vision to become the arts and cultural capital of northern Australia. Collaboration with QPAC continued in July 2019 with the presentation of the Bolshoi Livestream at MMP. Although COVID-19 has impacted collaborative ventures this year, plans are in place for future alliance and the delivery of QPAC's international series in Cairns.</p>	See 3.1.1 (i)	See 1.1.1 (c)		See 3.1.1 (i)		
		<p>[Green bar]</p> <p>b. Continue to develop and fortify our partnerships and collaborations with Arts Queensland, Queensland Theatre, Queensland Symphony Orchestra, Circa Contemporary Circus and other state, national and local performing and visual arts organizations.</p>	<p>Council's long-term and valued partnership with Arts Queensland, CIRCA and Queensland Theatre, along with other new and exciting collaborators remained strong throughout 2019/20. Creative collaboration was achieved under the umbrella of Cairns Festival's 2019 Circa Carnival of the Animals Unleashed, and Elements Collective, as well as CPAC performances Opera Australia, Bell Shakespeare, Queensland Theatre, Expressions Dance Company, Opera Queensland Community Choir.</p>	See: 3.1.1(g) 3.4.2 (a)	See: 1.1.1 (a) 3.4.2 (a)	See: 3.1.1. (g) 3.4.2 (a)	See: 3.1.1 (g) 3.4.2 (a)		
		<p>[Green bar]</p> <p>c. Grow our community's expectations and appetite for the performing and visual arts by creating and delivering a bold, innovative, eclectic and outstanding mix of annual programs, opportunities and experiences that respond to audience demand.</p>	<p>Surveys undertaken in 2019/20 show a high percentage of the combined results from respondents who were active participants or audience members of the Understory Film Festival; Beyond the Waves Creative Development, and the COVID Live Recovery program, agreed or strongly agreed that the event had 'strengthened their expectation of arts and culture'; that their 'appreciation of the arts and culture has been enriched' and that the event has 'inspired them to attend similar events more often'. Findings from the SoARTS Report 2019 also notes that Council's contribution to civic infrastructure rated high amongst stakeholders.</p>						




- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.1 PROGRAMMING, PROMOTION AND AUDIENCE DEVELOPMENT								
3.1.1	<p>Align Council's flagship venues to produce an annual performing and visual arts program that provides entertainment and cultural experiences as good as any Australian capital city, and promotes Cairns as an international creative powerhouse. Cairns Performing Arts Centre (CPAC)</p> <p>Munro Martin Parklands Tanks Arts Centre</p> <p>Cairns Court House Art Precinct</p>	<p>Completed to a tangible outcome in 2019/2020</p> <p>d. Following refurbishment of the Court House, animate the new precinct through a curated and continuous arts program that includes international touring exhibitions, contemporary Indigenous art, performance art, live music, public art and pop-up events.</p>	<p>Refurbishment of this iconic building is expected to be completed in December 2020. Consultation and site visits with key programming partners led to a Court House activation plan with exhibitions and events developed in partnership with other local organisations. Three premier exhibitions will launch the new venue, one in collaboration with UMI Arts, one with Yarrabah Arts Centre and one with Bonemap. A public Open Day is scheduled for Saturday 13 February and the venue will then continue to be open Tuesday to Saturday.</p>	14			See 1.1.1(b)	
		<p>Completed to a tangible outcome in 2019/2020</p> <p>e. Maintain the rich program of multi-arts experiences to delight audiences at Tanks Arts Centre, increase the use of Tanks as a production space and arts hub, and establish local, national and international residencies that bring fresh perspectives to our region.</p>	<p>A total of 42 music, film and theatre events were hosted in Tanks 3 and 5; 19 exhibitions were presented in Tank 4, along with 239 individual workshops across 37 separate events and activities. The Tanks also hosted 2 international, 1 national and 3 local residencies. In September 2019, the Tanks Arts Centre was a major supporter of the Museum and Galleries Queensland State Conference, Opening Doors, which brought together 147 delegates from metropolitan, regional, interstate and international galleries and museums, Indigenous art centres, libraries, universities, and arts organisations to share expertise and best practice.</p>	513	See: 1.1.1 (d) 2.2.1 (b)	5	142	
		<p>Completed to a tangible outcome in 2019/2020</p> <p>f. Create a new and unified campaign to market and promote all of Council's flagship performance and visual arts facilities to a national and international audience.</p>	<p>In early 2020 Cairns Regional Council launched Vibrance, a new magazine promoting the full range of arts and cultural programs, projects and events produced by Cultural Services. The magazine combines previous individual programs for Tanks Arts Centre, CPAC, Cairns Festival and the Cairns Children's Festival, and other arts and cultural projects of Council, into one dynamic publication. Designed to stimulate exposure and strengthen the Cairns cultural experience, the first issue had a print run of 8,000 distributed locally and to key state-wide arts organisations and government bodies.</p>		8,000		2	



- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term	
3.1 PROGRAMMING, PROMOTION AND AUDIENCE DEVELOPMENT									
3.1.1	Align Council's flagship venues to produce an annual performing and visual arts program that provides entertainment and cultural experiences as good as any Australian capital city, and promotes Cairns as an international creative powerhouse. Cairns Performing Arts Centre (CPAC) Munro Martin Parklands Tanks Arts Centre Cairns Court House Art Precinct	 <p>g. Engage leading performing arts companies to establish CPAC as their resident home, and create opportunities that inspire and encourage our local community to showcase their talent in this world-class facility.</p>	<p>CPAC has continued to pursue and progress meaningful and long-term relationships with well-established performing arts companies. Although COVID-19 restrictions severely impacted CPAC programming throughout 2020, performing arts residencies included local companies Jute, Box Jelly Theatre, and The Young Company as well as State-based companies Circa, Dead Puppets Society, Black Honey Company, and Expressions Dance Company. With multiple performance spaces, the versatility of the venue enables greater opportunities for a variety of local events.</p>	650	See 1.1.1 (a)	50	24		
		 <p>h. Encourage national and international collaborations that will benefit from our technical, production and marketing expertise.</p>	<p>The reputation of Cairns' world-class facilities for arts and culture is matched and complemented by the technical, production, and marketing expertise that has supported national and international touring productions. In July 2019 Cairns was selected as one of eight Queensland cities and towns to host the free simulcast of a performance by Russia's Bolshoi Ballet company performing Yuri Grigorovich's Spartacus direct from the QPAC. The 2019 Cairns Festival also saw the continuation of collaborations with Brisbane-based Circa and Sydney-based iconic event makers, AGB Events.</p>		See: 1.1.1 (a) 3.4.2 (a)				
		 <p>i. Develop and implement initiatives for Munro Martin Parklands that encourage local artists and performers to utilise this outstanding outdoor entertainment venue and its audience.</p>	<p>MMP aims to provide a platform for creative development and presentation of local initiatives. Although COVID-19 restrictions have impacted on the development and presentation of productions by local schools, choirs, dance and performing arts groups, MMP delivered 3 seasons with a total audience of 4,353. The Cairns-based Box Jelly Theatre production of The Best Christmas Pageant Ever in December 2019 was a catalyst to encourage local participation. A new Policy to encourage broader commercial and local usage of the venue has been developed and will be tested over the next twelve months.</p>	30	See 1.1.1 (c)		58		

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.2 INDIGENOUS CULTURAL DEVELOPMENT								
3.2.1	Strengthen the region's national and international reputation as a vibrant marketplace for Aboriginal and Torres Strait Islander cultural and creative expression.	 a. Aboriginal and Torres Strait Islander Associate Producer to guide and inform Indigenous programming throughout the five-year strategy for culture and the arts.	In 2019, Council engaged an Aboriginal and Torres Strait Islander project officer to support Cultural Services programming and deliver creative development targeting First Nations inclusion. This included establishing the Flame.Roadtrip regional network of Far North Queensland's emerging artists to share knowledge, and gain access to career development opportunities. Cultural Services programming continues to target productions that celebrate First Nations culture and creative expression.	See: 3.1.1 (e) 3.1.1 (g)	See: 1.1.1 (a) 1.1.1 (d)	See: 3.1.1 (e) 3.1.1 (g)	See: 3.1.1 (e) 3.1.1 (g)	1
		 b. Support and leverage the Queensland Government's commitment to create an Indigenous arts incubator for start-up Indigenous performance companies in Cairns.	The opening of the Bulmba-ja theatre, gallery and creative development space in 2020 demonstrates the Queensland Government's vision to support FNQ arts and culture. Cultural Services continue to enthusiastically support and collaborate with the Centres' resident companies: Arts Queensland; JUTE Theatre; Miriki Performing Arts; NorthSite Contemporary Arts; and The Pryce Centre for Culture and Arts. Opportunities to cement these vital partnerships and leverage Arts Queensland's commitment to Aboriginal and Torres Strait Islander arts industries will continue in the future.					
		 c. Develop new partnership models to support the growth and sustainability of regional Aboriginal and Torres Strait Islander organisations and enterprises, and support programs and projects that add value to the city's portfolio of Indigenous arts and cultural experiences.	Cultural Services explored new collaborations to support Aboriginal and Torres Strait Islander enterprise and creative expression. This included Understory Film Festival's collaboration with the National Job Link Dream Big program, and the Flame.Arts inclusion in the Indigenous Leaders of Tomorrow Regional Gathering. Valuable strategic development towards new partnership models is included in the COVID-19 Cairns Local Recovery Plan. Priorities include the establishment of an overarching coordination group to assess and manage localised responses for Aboriginal and Torres Strait Islander peoples.	169 See 3.4.2 (c)	103 See 3.4.2 (c)		See 3.4.2 (c)	

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.2 INDIGENOUS CULTURAL DEVELOPMENT								
3.2.1	Strengthen the region’s national and international reputation as a vibrant marketplace for Aboriginal and Torres Strait Islander cultural and creative expression.	<p> d. Fortify our existing and long-term partnership with Cairns Indigenous Art Fair (CIAF) by expanding and formalising Council’s role in producing and hosting satellite events.</p>	The objectives of the long-term partnership with CIAF are aligned with Council’s corporate priorities and were supported via sponsorship, promotion, production and staffing towards CIAF’s Thancoupie Tribute satellite exhibition, and the Buwal-Barra Fashion Show. Tanks Arts Centre also worked closely with CIAF to devise the methodology for the virtual exhibitions delivered in 2020. Consultation continues regarding Council initiatives and opportunities such as the Cairns Court House and Gallery Precinct development.	See 3.1.1 (e)	See 1.1.1 (d)	See 3.1.1 (e)	See 3.1.1 (e)	
3.3 CONNECTIVITY AND COLLABORATION								
3.3.1	Raise our global profile as a sophisticated and vibrant centre of creative and cultural excellence through partnerships, collaboration and critical mass.	<p> a. Partner with industry stakeholders, Tourism Tropical North Queensland and State tourism and economic development bodies to:</p> <ul style="list-style-type: none"> • Advocate and promote the importance and value of creative and cultural industries to the growth of our local economy • Showcase and present local creative product at major international conferences and events. 	Generating visitation and economic benefits through cultural tourism has been identified by TTNQ and CRC as a priority. Focused discussions with key arts and creative industry, tourism and economic development stakeholders has also delivered a solid foundation to elevate Cairns’ reputation as a hot spot for culture, creativity and the arts. Important evidence-based research has been produced this year: Cairns Economic Recovery Planning, facilitated by CRC and QRA; JCU and CQU SoARTS Report 2019; and QUT’s national research study - Australia Cultural and Creative Activity: A Population and Hotspot Analysis - Cairns Report.					




-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.3 CONNECTIVITY AND COLLABORATION								
3.3.1	Raise our global profile as a sophisticated and vibrant centre of creative and cultural excellence through partnerships, collaboration and critical mass.	<p>b. Investigate feasibility and potential partnerships to initiate a new City of the Arts Fund that will support triennial funding to deliver cutting-edge artistic product that will attract national and/or global audiences and attention.</p>	<p>Council initiated a new RADF City of the Arts Hero Project as part of the annual program of major grants. The program is administered via one funding round per year, and provides funds of up to \$25,000 for one large-scale hero project. Applications are open to individuals, organisations or creative collaborators who indicate a strong professional track record and a major investment from other funding sources. This grant focuses on a range of disciplines, with preference given to collaborations that engage multi art-forms that produce high-quality and highly visible work. The first City of the Arts Hero Project was awarded in 2020.</p>					
3.4 FESTIVALS AND EVENTS								
3.4.2	Sustain investment and growth in the region's premier arts festivals.	<p>a. Continued investment in Cairns Festival via innovative and contemporary programming, and development of partnerships throughout the Asia-Pacific region that attract new work and provide opportunities for creative exchange and fusion of local and international influences.</p>	<p>Investment in the Cairns Festival enabled the 2019 program to expand as far south as Edmonton, up to Clifton Beach, Lake Placid and throughout the Cairns City. Featuring music, circus, poetry, comedy, roving performances, projection, film and visual arts, the program maintained a strong commitment to delivering a vibrant and contemporary arts and cultural festival. Around 180 local artists and students featured in the program, along with performance companies from out of town, including: Circa, Elements Collective; Gold Coast's Everybody Now; Qld-based performance collective The Good Room; and Minami Sister City Puppet Theatre from Japan.</p>	3,181	87,000	25	537	



- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.4 FESTIVALS AND EVENTS								
3.4.2	Sustain investment and growth in the region's premier arts festivals.	<p>[In progress]</p> <p>b. Expand Cairns Children's Festival to become a three-day, multi-arts festival of national reputation, and establish a local development program that will create children's content to be premiered at the festival and toured nationally.</p>	<p>Programming and creative production for the 2020 Cairns Children's Festival was well underway prior to COVID-19 restrictions. Although the festival was subsequently cancelled, some significant local creative development collaborations were already in progress. This included Beyond The Waves, a collaboration between ARC Disability Services and the highly acclaimed Dead Puppets Society. The development of this new work provided outcome-focused skills development and networking opportunities for young people with disability, as well as the creation of a work that can be potentially remounted for touring.</p>	8			4	
		<p>[In progress]</p> <p>c. Expand Understory Film Festival into a multi-day interactive industry-driven event that includes a workshop program, special guest talks, industry forums and networking opportunities.</p>	<p>Although the film festival remained a one-day event in 2019, the festival program expanded development opportunities through a forum and networking series. The Understory Film Festival Symposium offered participants an opportunity to join in an open floor conversation and hear from local and national professional filmmakers, broadcasters, and state and national funding bodies. The festival received a record number of 73 short film entries created by student, emerging and professional filmmakers in Far North Queensland. For the first time, Understory hosted a Junior category with films shortlisted from ScreenPLAY participants.</p>	300	500		7	
3.4.3	Partner and support community-driven festivals and events that encourage broad participation and build new audiences for the arts.	<p>[Completed]</p> <p>a. Leverage the partnerships and collaborations formed during the Commonwealth Games Festival 2018 to pilot a signature biennial Arts Festival for Cairns.</p>	<p>The outstanding success of the Commonwealth Games Festival 2018 provided an exemplary model and platform to build and deliver a high-caliber collaborative arts experience for Cairns. During 2019/20, program planning was underway to imbed a signature Arts and Culture in the Tropics component into the 2020 Cairns Festival. Programming included collaboration with major local, state and national touring companies to create a fusion of new ideas and innovative music, theatre and cabaret events across the city and suburban landscapes. Due to COVID-19 restrictions, the 2020 festival was cancelled and will resume in 2021.</p>					





- Completed to a tangible outcome in 2019/2020
- Initiated and soon to be completed
- In progress
- Yet to be delivered





#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.4 FESTIVALS AND EVENTS								
3.4.3	Partner and support community-driven festivals and events that encourage broad participation and build new audiences for the arts.	 b. Produce an annual cultural and artistic exchange program to strengthen international relationships and cultural and creative exchange through the RADF program, a partnership between Queensland and State Government and Cairns Regional Council.	Development of international cultural and creative exchanges and collaborations has been impacted by COVID-19. Focused planning towards this RADF-driven initiative will continue with the easing of international borders.					
		 c. Partner and support community-driven festivals and events that aim for excellence and innovation, deliver strong community and economic benefit, and address the priorities of this strategy.	Ten free outdoor community Moving Picture Nights were presented in various locations throughout the Cairns region from July to December 2019. These events primarily target families and provide much-needed fundraising opportunities for local schools, clubs and charities with financial benefits to surrounding businesses. These popular events also provide opportunities for emerging local musicians and locally produced short-films to be presented as a prelude to the feature movie.		2,350	34	16	
3.5 INDUSTRY DEVELOPMENT								
3.5.1	Stimulate and support the growth and viability of the region's cultural and creative industries through targeted and strategic investment.	 a. Collaborate with Screen Queensland, Screen Australia, Screenworks and the local screen industry to build a film-making hub in our region that supports and grows our local industry and attracts the attention of national and international industry professionals.	Collaboration with Screen Queensland and screen industry service provider, Screenworks in 2019 has resulted in both organisations now committed to the delivery of a five-year plan to strengthen the local film industry. As part of this initiative, the Screen FNQ Facebook Page has been set up as a one-stop-shop community page for FNQ filmmakers to network and promote screen opportunities such as: workshops/events, local productions and screenings, as well as cast and crew call-outs. The important strategic development sets the pace for continued collaboration towards a shared vision for the local screen industry.	109			12	

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.5 INDUSTRY DEVELOPMENT								
3.5.1	Stimulate and support the growth and viability of the region's cultural and creative industries through targeted and strategic investment.	 <p>b. Partner with Arts Qld to deliver ongoing programs, projects and seminars that connect creative practitioners and businesses, provide inspiration and best-practice models, and encourage collaboration and cross-fertilisation of ideas.</p>	Ongoing partnership with Arts Qld has enabled the development of diverse platforms for participation. This includes: RADF Roadshows to build skills in grant writing; RASN Regional Roadtrip delivering professional development in multi-artform disciplines; Critical Thinkers annual forums inspiring discussion and new ideas on topics such as arts and disability, and the local screen industry. Cultural Services also partnered with the QMusic Connect Business Program to present a Regional Check-In workshop program. Connecting with key regional music industry representatives in Cairns, the online workshop reached around 5,000 people.	See 1.4.1 (b)	See 1.1.1 (d)		2	
		 <p>c. Ongoing and proactive promotion of the Cairns Arts and Culture Map to align with tourism, destination marketing and economic development platforms to ignite and sustain interest in the region's arts and cultural offerings.</p>	To maximise regional tourism opportunities, strategies have included the development of a regional platform for the Map. The Arts and Culture Map Regional Partners Project aims to enable partnering local government authorities to have access to the framework of the Cairns Arts and Culture Map website for their own use, with the intent of creating a platform to promote the arts and cultural offerings of Far North Queensland. Research for the SoARTS Report 2019 used the Map to explore the creative geography of Cairns and to establish patterns of grouping and clustering.					

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
3.6 STATE OF THE ARTS IN CAIRNS RESEARCH								
3.6.1	Partner with JCU and CQU to undertake a five-year research project that tracks and interrogates the extent to which the culture and arts strategy is achieving its goals.	 a. The degree of promotion and exportation of Cairns culture and creativity outside of the region.	See next page for insights relevant to Priority 3.					
		 b. The growth (or decline) in supply and demand for cultural and creative product and audience expectations.						
		 c. Visitor and tourist experience - expectations, engagement and perception of our arts and culture.						
		 d. The sustainability of the arts and cultural sector in the broader Cairns economy, and methods to increase efficiency in value chains.						

-  Completed to a tangible outcome in 2019/2020
-  Initiated and soon to be completed
-  In progress
-  Yet to be delivered

State of the Arts in Cairns Report 2019 (SoARTS) - Research Partnership with JCU and CQU

The specific priority areas of the Strategy for Culture and the Arts 2022 below, are matched against various key findings from the SoARTS Report 2019. These findings reinforce areas of the strategy that require strong and focused attention.

Priority 3: A robust cultural economy fuelled by an international reputation as a tropical, cultural and creative hub.

Priority Area	SoARTS Report 2019 Key Findings
<p>Priority 3.2.1 Strengthen the region’s national and international reputation as a vibrant marketplace for Aboriginal and Torres Strait Islander cultural and creative expression.</p>	<p>Sector Insights: Key Points (P 22) & Table 6 (p26) Indigenous culture and the arts are a local success story finding national and international audiences and opportunities.</p> <p>Sector Insights: International collaborations (p17) There is evidence of recent collaboration with a focus on First Nations peoples globally (Canada; North America and Africa)</p> <p>Sector Insights: local, national and international activities (P13) International interests in the Indigenous visual arts, and new markers for Indigenous performing arts and fashion design.</p>
<p>Priority 3.3.1 Raise our global profile as sophisticated and vibrant centre of creative and cultural excellence through partnerships, collaboration and critical mass.</p>	<p>Sector Insights: Enhancing the Image of Cairns (p20) Both Sector and Commercial Stakeholders suggested a coordinated approach to the ‘image of Cairns’ by sector leaders could elevate culture and the arts ‘place’ in the region.</p> <p>Sector Insights: Arts and culture capital of Northern Australia (p21) Stakeholders suggest more should be done to increase the capacity of local participants to reach levels of quality and production which will be recognised nationally and internationally.</p> <p>Sector Insights: Key Points (p22) Reporting demonstrates tangible social and economic activity. 70% of stakeholders invest in local connections and resources, and 62% have global reach. The sector is thinking globally and acting locally.</p> <p>Sector Highlights: Data for the future - Assessing impact within community (p21) Undocumented economic and cultural contribution requires an alternative and accessible data gathering mechanism. There is a gap in data collection and reporting from micro-business, recreational activity and small community organisations.</p> <p>Sector Insights: Liveability (p20) Strong correlation between liveability and the activity of the sector. Elevated levels of high-standard products are suggested as a next step of critical investment.</p>

Beyond the Waves – Creative Development

Beyond the Waves theatre production was an artistic collaboration between ARC Disability Services and the highly acclaimed Dead Puppet Society. The new body of work, supported through Arts Queensland’s QASP funding, was intended to be presented at the 2020 Cairns Children’s Festival. Although the festival was subsequently cancelled due to COVID-19 restrictions, the production provided outcome-focused skills development for people with disability, as well as the creation of a new work that can be remounted for presentation in the future.

The collaboration focused on work written by the young people of ARC under the mentorship of Karen Jackson, playwright and creative facilitator. The creative development was guided by the puppetry design and expertise of Dead Puppet Society, and supported by Council’s production, delivery and marketing team. The joint initiative fortified Council’s long-term relationships with both ARC, well known for their exceptional creative work embracing visual and performing arts in the Cairns region, and the Brisbane-based Dead Puppet Society who have been bringing their unique and interactive works to the region for many years.

To gauge the value of personal enrichment and professional development, an online and paper-based survey was distributed to participants. A total of 9 valid responses were received.

Participants were asked to indicate how long they were involved in the production. On average, people took part for 4 months, with a minimum of 4 weeks and a maximum of 6 months. Asked how well they understood the aims of the project and their perceptions of whether or not it achieved its specific aims and objectives, most (77.8%) felt that they had a clear understanding. The objective to ‘provide an original arts and cultural experience for young persons living with a disability’ was well achieved (mean = 5.00), as was the objective to ‘develop new work that was engaging, appealing to children audiences and their families’ (mean = 5.00).

Respondents strongly agreed their involvement ‘increased their opportunities for future employment’ (mean = 5.00), and provided value to their professional development (mean = 4.89). Personally, respondents felt their involvement in the creative development strengthened their appreciation and connection to Cairns and their cultural and creative identity.

Beyond the Waves – Creative Development

Level of Satisfaction 1 (low) to 5 (high)

1	2	3	4	5
Appreciation of creative excellence, innovation, new knowledge and/or experience				
Increased ability to work as part of a team and collaborate on a project				
Strengthened community expectations for the arts and cultural programs and/or products				
Increased arts and cultural collaborations, partnerships and networking				

Evaluation - Measures for Success

INTRINSIC MEASURES MET

Creative excellence, innovation and enrichment.

Growing appetite and expectation for quality contemporary works, programs and products.

INSTRUMENTAL MEASURES MET

Increased demand for creative product unique to Cairns

INSTITUTIONAL MEASURES MET

Programming that attracts new audiences and brings people to our region specifically for the arts and culture.

Increased cross-departmental and cross-government, corporate and business sector partnerships and collaboration.

CASE STUDY PRIORITY 3





Minami Sister City Puppet Theatre from Japan, Cairns Esplanade, Cairns Festival 2019