

CAIRNS REGIONAL COUNCIL STRATEGY FOR CULTURE AND THE ARTS 2022



Cairns Regional Council is pleased to present our Strategy for Culture and the Arts 2022. Developed from a strategic review and extensive community engagement, our strategy provides the framework for Council to support and stimulate the creative vitality of our region, and promote and perpetuate the broad artistic and cultural heritage of our people.

2015 STRATEGIC REVIEW	<p>A thorough review of Council's 2009-2014 Cultural Plan was undertaken, along with an appraisal of existing cultural industries and resources. For full reports visit the Cairns Regional Council website.</p>
2016 - 2017 COMMUNITY ENGAGEMENT	<p>In order to inform the development of our strategy, Council engaged in widespread consultations with eighty-four community organisations and groups, involving more than two-hundred people from across the arts and cultural sectors of our region.</p>
DEFINING CAIRNS CULTURE	<p>In this document...</p> <p>Our strategic goal - a message from the Mayor Page 3</p> <hr style="border-top: 1px dotted #ccc;"/> <p>Defining our culture, creativity and the arts Page 4</p> <p>Council engaged with the community to establish a broad definition of Cairns culture.</p> <hr style="border-top: 1px dotted #ccc;"/> <p>The Cairns region, our culture and the arts Page 5</p> <p>A profile of our place and our people.</p>
	<p>Developing the Strategy for Culture and the Arts 2022 Page 6</p> <p>The processes, challenges and opportunities of the strategy.</p> <hr style="border-top: 1px dotted #ccc;"/> <p>Accelerators towards excellence Page 9</p> <p>These large-scale projects will act as accelerators for the five-year strategy.</p> <hr style="border-top: 1px dotted #ccc;"/> <p>Our strategy Page 10</p> <p>Guiding principles and strategic framework.</p> <hr style="border-top: 1px dotted #ccc;"/> <p>Delivering outcomes by 2022 Page 12</p> <p>Partnerships, collaborations and investment.</p> <hr style="border-top: 1px dotted #ccc;"/> <p>Priorities, outcomes and implementation plans</p> <p>Priority One - Infrastructure, resources and skills. Page 13</p> <p>Priority Two - Culture, heritage and place. Page 18</p> <p>Priority Three - A robust cultural economy. Page 23</p>
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Our strategic goal

A message from the Mayor

The cultural landscape of Cairns is evolving. With investment in new cultural infrastructure comes a commitment to growing our city's presence as a hub for artistic and cultural expression.

Our city has proven that it is worthy of the world's best performers and artists. It is now up to us as a Council to support continued growth of our regional arts community and our city's cultural capabilities.

Cairns Regional Council's strategic goal for community and culture in 2022, as outlined in our Corporate Plan 2017-2022, is to be a vibrant, inclusive and healthy community with access to services and facilities that reflect its unique character, roles and needs.

Ultimately, we want Cairns to be known as the arts and culture capital of Northern Australia. This cultural plan is an important tool in achieving that goal.

Underpinning the Strategy for Culture and the Arts is the recognition that Indigenous heritage is integral to our region's culture, and that sharing our region's stories and attributes is an important part of our cultural identity.

I believe the opportunity exists to investigate the development of a national heritage centre in Cairns to showcase the art, history, dance, language, education, story-telling and more of First Peoples and be a place that unites all Australians.

This cultural strategy outlines the steps that we will take to deliver new assets and opportunities for Cairns to present a cultural life as rich and engaging as any capital city in Australia.



Mayor Bob Manning

Defining our culture, creativity and the arts

The word 'culture' is hard to define, as the meaning differs from person to person according to their age, values and heritage. In a national context, the Australia Council for the Arts holistic definition provides a good point of reference:

"Our culture is unique. It is a culture that is deeply shaped by more than 70,000 years of continued, unbroken Indigenous storytelling. It reflects Australia's two centuries of settlement from around the world. We are a diverse community of identities, faiths, individual differences and pursuits, yet we have many shared values and our sense of nation is strong. A culturally ambitious nation draws strength from these diversities. It utilises them to expand the dimensions of our creativity. A culturally ambitious nation acknowledges that music, books, theatre, film, paintings, sculpture, dance and a myriad of other art forms are central to our lives. It cherishes its great artists from all regions, and across all practices"

Australia Council for the Arts – A culturally ambitious nation.



Culture, creativity and the arts unique to Cairns

For the purposes of this cultural strategy, it was essential to reach community agreement on a broad definition of 'culture'. To this end, a comprehensive consultation process involving the arts and culture community revealed the following aspects of culture to be the most important in defining a distinctive Cairns identity.

Historic and multicultural diversity

Openness and sharing

Creative and artistic expression

Indigenous culture and creative expression

Range of activities, organisations, volunteers, individuals and practices

World-heritage listed natural environment

Cairns Region

The Cairns region of Far North Queensland is a tropical wonderland that lies on a narrow coastal strip between Australia's Great Dividing Range and the warm, iridescent waters of the Coral Sea. Covering 1,687 square kilometres, the region extends from Macalister Range in the north to Eubenangee Swamp in the south. Home to World Heritage Listed rainforest and magnificent beaches, the close proximity to the Great Barrier Reef Marine Park has made Cairns a world-renowned tourist destination.

Cairns, or Gimuy, is the traditional homeland of the Djabugay, Yirrganydji and Yidinji Aboriginal rainforest people (Bama). The local Bama have inhabited the region for thousands of years and continue to play an important role in the community. The Cairns region is also home to many other Indigenous peoples from all over Australia, including those from neighbouring Traditional Owner groups and many from the Torres Strait Islands.

Cairns Regional Council acknowledges the custodians and first people of this country, and respects their ongoing relationship and responsibility to their land and sea.

With a population of around 162,000, Cairns is tropical North Queensland's major commercial, industrial, educational, retail and entertainment centre. Boasting an enviable cosmopolitan lifestyle, the city is a world-class business centre providing professional services, both locally and internationally, to our rapidly expanding Asia Pacific market. Cairns is also a premier destination for national and international conferences and sporting events, and welcomes tens of thousands of delegates, competitors and spectators from around the world each year.

Culture and the arts

Culture, creativity and the arts in Cairns is palpable - Indigenous culture and creative expression is at the heart of our identity, and flagship Indigenous arts experiences, such as the Cairns Indigenous Art Fair, continue to generate national and international recognition of the region's rich culture. In addition to our First Peoples, in 2016 Cairns was identified as having over 33,000 overseas-born residents with over 12 percent from non-English speaking countries. This cultural and linguistic diversity contributes greatly to the region's distinctiveness.

Cairns has an abundant variety of arts and cultural organisations, cultural facilities and events. These include artists, craftspeople, festivals, art exhibitions, museums, galleries, libraries, heritage trails, botanic gardens, theatre, concerts and live performances by local and visiting talent. Cultural mapping in 2015 revealed more than 800 cultural assets in the Cairns region, many of which are important to the local economy.

With community effort at its foundation, the city is rapidly earning a reputation as a hot spot for culture, creativity and the arts. Accordingly, Cairns Regional Council continues to implement strategies designed to support these strengths and leverage our unique reputation as a vibrant, tropical and international city of the arts.

Culture and the Arts in Cairns embrace who we are, where we come from and where we are going.

Developing the Strategy for Culture and the Arts 2022

Cultural planning plays an important role in decision making and guides the delivery of cultural services. The Strategy for Culture and the Arts 2022 provides a framework for Council to prioritise, coordinate and manage the city's resources, and deliver ongoing programming and provision of grants and infrastructure that will stimulate and sustain the cultural and creative vitality of the region.

Corporate alignment

This strategy was developed to align with Council's new [Corporate Plan 2017-2022](#). As a lead document, the Corporate Plan provides direction from which other Council plans, policies and strategies are developed. This streamlining of planning cycles allows Council to more effectively integrate the region's priorities for culture and the arts into Council's core business.

Corporate Plan 2017-2022

Priority Areas: Economy; Natural Assets; Liveability; Community & Culture; and Serving the Community

The plan targets strategic goals and objectives that seek to: *"create a vibrant, inclusive and healthy community with access to services and facilities which reflect its unique character, roles and needs"*.

Strategy setting process

In mid-2016 Council began a staged and progressive program of community engagement. The process was underpinned by a place-based and participatory approach to planning that was designed to:

- gain a better understanding of the strengths, issues and scope of the arts and cultural environment in the Cairns region
- build consensus and acceptance of priorities
- improve and develop responsive and relevant programs and services

Council spoke with 84 organisations and groups, comprising more than 200 people from across nine distinct sectors: Indigenous Arts and Cultural Development; Tourism and Economic Development; Education; Performing Arts; Visual Arts, Presentation and Writing; Artist-Run Initiatives; Heritage and Museum; Screen Industry; and Advocacy and Arts Leaders.

Discussions were framed around a basic agenda – **challenges, opportunities and expectations.**

It was an extremely rewarding process and Council officers were inspired by the spirit of goodwill, expertise and knowledge that has been shared in these conversations.





Challenges

The main challenges that impact on the sector's ability to grow and sustain, include a range of considerations:

The biggest obstacle for around 44 per cent of groups and individuals that we spoke to is the lack of affordable and accessible production, storage and operations spaces.

The challenge of short-term funding cycles and its impact on forward planning also rates high on the list, as does retaining our young and emerging talent.

Over a third of those we spoke to see the need for a regional shared narrative that, in addition to the rainforest and reef experience, would include our local culture, creativity and arts. Embracing a collective approach will provide a better opportunity to market and promote our artistic talent and cultural offerings to the world.

Findings from our cross-sector discussions are more than matched by the overwhelming response to the Cairns Regional Council award-winning **Our Cairns** community engagement project, where 6,446 people contributed to a vision for Cairns. Culture and the Arts have been unequivocally recognised as an important part of the city's liveability, and integral to the wellbeing of our community.

Opportunities

The key strengths that underpin the capacity, capability and passion of the cultural and creative sector, and present opportunities for new partnerships:

Aboriginal and Torres Strait Islander culture and creative expression is at the heart of the vibrant multicultural and multi-layered narrative that shapes our identity.

A strong cultural and arts sector capacity, and high-level strategic planning, advocacy and contribution to national dialogue.

An abundance of new cultural assets and resources in the city.

Economic springboards that are being developed by Advance Cairns, Cairns Chamber of Commerce, Tourism Tropical North Queensland and Tourism and Events Queensland.

New, redeveloped and creative arts courses at Central Queensland University (CQU), James Cook University (JCU), TAFE and University of Third Age (U3A).

Existing high-level partnerships, collaboration, skill-sharing and co-production with State and Federal arts institutions.

Expectations

Council's role, responsibility and investment in culture and the arts

Investment in Capital Infrastructure

The new Munro Martin Parklands deliver fresh performing arts and botanic experiences, and the acquisition of the Courthouse building and the soon-to-be launched Cairns Performing Arts Centre herald a renaissance in Cairns cultural life.

Investment in Urban Development and Revitalisation

Developments in the CBD create an exciting pedestrian-friendly city, and revitalisation of the School of Arts into a multi-award winning Museum, refurbishment of Tanks Arts Centre, and investment in place-making, public art, strategic master-planning and Tropical Urbanism are changing the face of Cairns and defining a new sense of identity.

Grants, Resources and in-kind support

Access to grants, resources and in-kind support sustains the region's cultural and arts activities - Arts and Cultural Infrastructure grants, Community Development grants, Community Sustainability grants, Regional Arts Development Fund (RADF), Economic Diversification and Industry Development funds, and Events funding for local and major events.

Community Programs and Festivals

A range of programs that engage local communities include an award-winning music program, local and touring exhibitions, dance and theatre, residencies, Critical Thinkers, professional development programs, and events such as the 10-day Cairns Festival, Cairns Children's Festival, ECOfiesta and the Understory Film Festival raise the profile of our city and generate community pride.

Cairns Arts and Culture Map

A new online arts and culture map will provide a tool for presentation, promotion and networking.



A key programming goal for Council's Cultural Services team is to make Cairns a city where people want to live, with entertainment and a cultural life as good as any Australian capital city - indeed to make Cairns the cultural and arts capital of Northern Australia. Council's solid investment in this sector over the past five years has placed the region in an exciting new phase of its cultural life.

Accelerators towards excellence

There are a number of large-scale projects already in the pipeline that will act as accelerators to Council's five-year Strategy for Culture and the Arts.

The New Cairns Performing Arts Centre (CPAC)

Linked to the new Munro Martin Parklands, CPAC's combination of better facilities, increased audience capacity and state-of-the-art technology will ensure that Cairns will attract the very best touring shows, and provide a professional platform for our home-grown performers.

Cairns Courthouse Arts Precinct

The refurbishment of the Cairns Courthouse will spearhead the creation of a new art precinct in Cairns. This will also include refurbishment of two other heritage-listed buildings, the Public Office Building, now the Cairns Art Gallery, and the former Mulgrave Shire Council Chambers.

Cairns Commonwealth Games Event City Arts Programs

Cairns is an event city for the 2018 Commonwealth Games, and will host a 12-day art and cultural program that will showcase Cairns lifestyle, culture and creativity to the world.

State of the Arts Report

Ground-breaking collaboration between James Cook University (JCU) and Central Queensland University (CQU) will deliver an annual State of the Arts report that will monitor and measure the outcomes of this Cultural Strategy, and provide tangible evidence of the value of culture and the arts to the local community and economy.



Our Strategy for Culture and the Arts 2022

Guiding principles

Vision

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

Aim

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

Corporate objectives

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

Support a rich and diverse culture through accessible public facilities and community initiatives.

Be recognised as the Arts and Cultural Capital of Northern Australia.

Build vibrancy through community events and activities.

Support social and community groups.

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



The Royal Ballet – Munro Martin Parklands



Gurrabana Gurrarnyva-djaja - Bernard Singleton

Strategic Framework

The framework for conceptualising, implementing and managing the five-year Strategy for Culture and the Arts 2022 is underpinned by Council's guiding principles and shaped by fundamental planning elements.



Delivering Outcomes by 2022

Cairns Regional Council Strategy for Culture and the Arts 2022 will be undertaken through partnerships and collaboration with State and Federal Governments, local industry, the education sector, community-based arts and cultural organisations, and creative individuals.

The five-year strategy will be a cross-Council initiative delivered via a broader annual operational plan, and resourced by capital and operational budgets with strategic linkages to Council's Corporate Plan.

The following pages of this document outline the full scope of priorities, strategies, actions and evaluations that will assist in realising our combined aspirations for the future.



“If government endorses projects through its various channels, it opens the gate for sponsors and philanthropic organisations to contribute. Endorsement by government creates a certain validity and encourages others to follow.”

Infrastructure, resources and skills

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

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 help deliver exciting new projects, and pathways to support employment and training in culture and the arts.

Outcomes we want to see by 2022

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

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

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

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

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

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

Evidence-based research to support and guide future decision making and investment in hard and soft cultural infrastructure and resources.

Evaluation - measures for success

Intrinsic measures

Community satisfaction and appreciation.

Exposure to new knowledge, skills and experiences.

Sector confidence, resource-sharing, networking and connectivity.

Instrumental measures

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

Increased collaborations, partnerships and networking across the arts and cultural sector.

Increased sector sustainability, capacity and capability.

Institutional measures

Increased investment and culture-driven vision in step with the infrastructure needs and aspirations of the Cairns community.

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.

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Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
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.	<ul style="list-style-type: none"> • Cairns Performing Arts Centre (CPAC) Continue investment in the development and delivery of a new state-of-the-art regional performing arts facility. • Cairns Courthouse Arts Precinct Refurbish/readapt the former Cairns Courthouse and Mulgrave Shire Council Chambers into an arts and cultural precinct, with planned linkages to the Esplanade parkland and other cultural venues. • Munro Martin Parklands Invest in new infrastructure to increase the useability, functionality and capability of Munro Martin Parklands to provide a superior experience for performers and visitors. • 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. 	   				
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.	<ul style="list-style-type: none"> • Maximise awareness and usage of Council-owned facilities and spaces through improved marketing and promotion. • Implement cross-departmental collaboration to map and audit Council owned: <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. • 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. 	   				

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
1.2 ACCESS TO INFRASTRUCTURE AND OPPORTUNITIES								
1.2.1		Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.	<ul style="list-style-type: none"> • Ensure continued local community access to existing cultural facilities and the new Cairns Performing Arts Centre through discounts for local groups. • 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. • Initiate more cross-Council collaboration, encouraging partnerships with libraries, community development, and recreation and planning departments. • 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. • Implement audience and artist development strategies that stimulate and target broader opportunities for older people. • Develop festival and event-specific boot camps to build the capacity and capability of organisers of community events. 	→	→	→	→	→
1.2.2		<p>Commonwealth Games Festival 2018</p> <p>Encourage broad community engagement, participation and collaboration in the development and delivery of the Commonwealth Games Festival program.</p>	<ul style="list-style-type: none"> • Bring together First Nations groups, multicultural groups and mixed ability groups to devise and develop an arts and cultural festival that showcases the region's distinctive tropical identity and character. • Develop positive, cross-cultural, cross-art form relationships and networks, and ensure long-term legacy outcomes motivate the development of the project. • Provide skills development, training, networks and resources to encourage broad engagement and participation. 	→	→	→	→	→
1.2.3		Increase youth engagement in programs that encourage pathways to further participation, education and employment in the cultural and creative industries.	<ul style="list-style-type: none"> • 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. • 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 and professional development opportunities. • 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. 	→	→	→	→	→

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
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.	<ul style="list-style-type: none"> Recruit an Aboriginal and Torres Strait Islander Arts Associate Producer to: <ul style="list-style-type: none"> Develop strong and effective communication strategies for ongoing collaboration between Council and Indigenous Traditional Owner groups. Develop and deliver a broad range of activities, programs and industry partnerships that enhance effective and outcome-focused audience development. Guide ongoing cultural and creative professional development, collaboration and programming as a legacy of the Commonwealth Games Festival 2018. Build and maintain effective and long-term partnerships that will help to secure funding from philanthropic, corporate and government funding sources. 	→	→	→	→	→
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.	<ul style="list-style-type: none"> 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. 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. Increase investment in the Regional Arts Development Fund (RADF) partnership with the Queensland Government, and reshape RADF to align with the strategic objectives of this strategy and the changing needs of the sector. Provide rates-based financial assistance for not-for-profit cultural and arts organisations and groups. Invest in annual Local Community Events, Regional Events, Major Tourism Events and Industry Development grant streams. 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 a disability. 	→	→	→	→	→

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
1.5 COLLABORATION, CROSS-PROMOTION & INFORMATION FLOW								
1.5.1		Establish new and innovative models for collaboration, cross-promotion and information flow.	<ul style="list-style-type: none"> Recruit an Education Officer to: <ul style="list-style-type: none"> Develop and deliver audience development and educational programs, and packages and seminars for school and tertiary students. Facilitate ongoing networking opportunities across the creative and cultural sector to stimulate cross-promotion, information sharing and partnerships. Implement and deliver new creative development initiatives, including artist in residence, arts incubation, mentorship, and internship projects. 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. 	H →	→	→	→	→
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.	<ul style="list-style-type: none"> 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. Build strong customer relationships to encourage relevant sectors to get on the map and participate in the initiative. Establish continual improvement of the map, and design secondary functions in line with user needs. 	→	→	→	→	→
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.	<ul style="list-style-type: none"> Research focus to include: <ul style="list-style-type: none"> The degree to which the community is engaged with, enriched by, and makes use of arts and cultural infrastructure and resources. 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. The degree to which collaboration, partnerships and cross-promotion influences the capability and sustainability of the sector. 	→	→	→	→	→

Culture, heritage and place

are valued, shared, celebrated and promoted.

Cairns has a special and palpable identity as a bustling international destination and a regional tropical city with a complex and fascinating heritage and character. The region's rich 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.

Outcomes we want to see by 2022

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

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

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

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

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

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

Evaluation - measures for success

Intrinsic measures

Appreciation of the region's Indigenous cultural heritage and shared multicultural history.

Connection to place and strong cultural identity.

Visible, engaging, accessible and vibrant spaces and places.

Instrumental measures

Increased protection, conservation and promotion of the region's significant heritage assets and historical and contemporary collections.

Reinvigorated culture-led revitalisation of urban spaces and places.

Increased cross-cultural, and cross-art form exchange.

Institutional measures

Effective and best practice preventative maintenance across Council's significant heritage assets.

Improved collaboration and culture-led partnerships in place-making, urban planning, revitalisation, public art and interpretive projects.

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

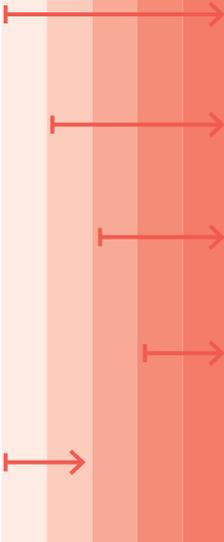
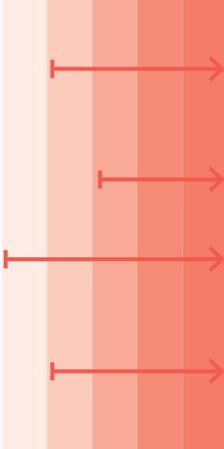
PRIORITY TWO

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
2.1 CONSERVATION AND PRESERVATION								
2.1.1		Develop adaptive re-use of the former Cairns Courthouse and Mulgrave Shire Council Chambers in step with heritage values, broader tourism strategies and precinct development plans for the CBD.	<ul style="list-style-type: none"> Collaborate with local and national industry partners to conceptualise the redevelopment and repurpose of the buildings, and revise the conservation management plans for the buildings to connect and bridge the city's cultural places and heritage destinations. 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. Design and develop interpretive media to orientate, stimulate and educate audiences through a curated and diverse program of events, activities, signage and print media. 	→				
INDIGENOUS CULTURAL HERITAGE								
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.	<ul style="list-style-type: none"> 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. Investigate the possibility of establishing a centre that could showcase and promote Indigenous arts, culture and heritage. 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. 	→	→	→	→	→
SHARED CULTURAL HERITAGE								
2.1.3		Preserve, protect and value our region's shared and significant cultural heritage and historical and contemporary collections.	<ul style="list-style-type: none"> Deliver effective preventative maintenance across Council's significant heritage assets. 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. Pilot a heritage advocacy program that includes small grant incentives for conservation and promotion of collections, heritage buildings and/or places through the Arts and Cultural Infrastructure Grant program. 	→	→			→

PRIORITY TWO

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
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.	<ul style="list-style-type: none"> • Continue to support major partnerships with Cairns Art Gallery, Cairns Museum and Cairns Indigenous Art Fair (CIAF) towards a shared vision for preserving, presenting and promoting the region's cultural heritage and valuable historical and contemporary collections. • Strengthen the partnership and collaboration with the Queensland Museum Regional Museum Development Program to deliver an annual program that supports: <ul style="list-style-type: none"> • A collaborative network of regional organisations to drive cross promotion, project development and shared resources. • On-going professional development training in best practice collections management. • Policy and procedures for collections management, and planning for combined future needs. • Develop strategic partnerships with Cairns and District Chinese Association (CADCAI), State and Federal government and Queensland Museum to support the development of a Chinese Cultural and Heritage Centre. 	→	→	→	→	→
2.2.2		<p>Commonwealth Games Festival 2018</p> <p>Leverage the opportunity to showcase the region's distinctive Indigenous culture and our diverse multicultural identity and character to a global audience.</p>	<ul style="list-style-type: none"> • Produce new theatrical work based on the stories of generations past and present, and the history that has shaped our region, in collaboration with our regional creative industries sector, local artists and industry professionals. • Produce a signature concert honouring the region's performing arts icon, Seaman Dan in collaboration with national and local performing artists and producers. • Produce a large scale temporary public art project that will engage young people, the education sector and local artists in the design and fabrication of artwork to be displayed on Cairns Esplanade throughout the Commonwealth Games. • Curate and present at Tanks Arts Centre, an exhibition of Indigenous artists living in Cairns. • Collaborate with Traditional Owner groups to design and develop a suite of interpretive media exploring local Aboriginal people's connection to country, traditional culture, food and medicine plants, land and sea management, bush tucker food processing and technology. 	→	→	→	→	→

PRIORITY TWO

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
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.	<ul style="list-style-type: none"> • 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. • Initiate culture-led and collaborative projects across Council libraries, performing and visual arts venues, and recreational facilities to value-add existing programs and resources. • Education Officer to work with tertiary education and schools to initiate targeted educational opportunities, points of entry, and pathways for young people to become involved in place-making and cultural heritage programs. • Develop and produce Curated Cairns – a community-driven living history of our city and suburbs that relates stories of people, places, events and collections as an extension of the Cairns Arts and Culture Map. • Expand collaborative partnerships with our neighbouring Councils and encourage youth participation in connecting and interpreting our regional sense-of-place. 					
2.3.2		Encourage opportunities to drive visitation and promote the city's cultural experiences to the world.	<ul style="list-style-type: none"> • Partner with Tourism Tropical North Queensland and State tourism bodies to: <ul style="list-style-type: none"> • Develop a collective presentation, promotion and destination-branding campaign that supports a 'distinctive Cairns cultural experience' and stimulates market exposure. • Further develop the necessary resources and promotional collateral to connect and package our points of distinction for residents and visitors. • 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. • Support Friends of the Botanic Gardens and Saltwater Basketry to further develop and expand Sculpture Botanica as a signature public art event for Cairns. 					

PRIORITY TWO

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
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.	<ul style="list-style-type: none"> • Broaden delivery of cultural and creative-led revitalisation projects to integrate historic and contemporary interpretive threads. • Strengthen linkages to the city’s historic architecture, art and cultural precincts, and recreational hubs to improve functionality of public space. • Develop new self-guided walking tours of the city and suburban landscapes via technology, performing arts and mixed media platforms. • Ensure that future interpretive elements consider accessibility, including audio descriptions of the city’s significant cultural assets. 					
2.4.2		Develop and endorse a new five-year Public Art Plan to embrace place-making, livability and sustainability outcomes.	<ul style="list-style-type: none"> • Identify and master-plan potential and upcoming capital works and revitalisation projects suitable for public art and design. • Create an integrated approach to the acquisition and commission of new works, public programs, activities and collections management. • Create, publicise and distribute a Public Art Developer’s Handbook to cultivate strategic partnerships and encourage local developers to invest in public art. 					
2.4.3		Implement an annual public art program that reflects and promotes the distinctive character and lifestyle of the region.	<ul style="list-style-type: none"> • Initiate public art projects across suburban landscapes using smaller-scale projects that engage and involve community participation. • Initiate a new and expanded annual temporary and ephemeral public art program of event-specific and site-specific programs. • Commission and procure major and iconic public art, Indigenous art, temporary art, and local, national and international works. 					
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>Research focus to include:</p> <ul style="list-style-type: none"> • The role that renovation and redesign plays in the experiential quality of Cairns. • How existing buildings and landmarks act as activators for neighbourhoods. • The way the built form, natural environment and landscape design combine to form a distinct cultural identity that inspires arts and cultural industries. 					

A robust cultural economy

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

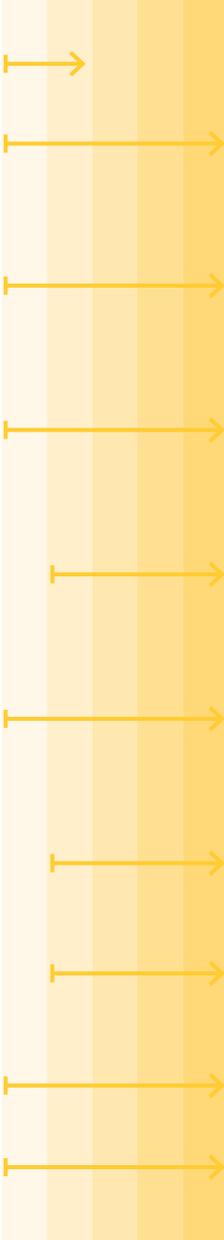
Cairns has a growing reputation as a centre of excellence for the arts, and a high number of people employed in the creative industries compared to our northern neighbours. This priority area is about supporting that workforce and maximising the plentiful development opportunities that are coming our 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.

Outcomes we want to see by 2022

- National and International reputation as a vibrant hub for Indigenous culture and creative expression.
- Quality programs, events and activities that encourage visitation, maximise visitor experience and bring people to our region specifically for culture and the arts.
- Strategic framework and audience development strategies to drive market exposure and income generation.
- Creative and cultural industries network to drive coordinated and strategic industry development.
- Focused investment in connecting and promoting our collective points of distinction and valuable cultural and creative offerings.
- Evidence-based research to build a case for investment and maximise our global market opportunities.

Evaluation - measures for success

- Intrinsic measures**
 - Creative excellence, innovation and enrichment.
 - Growing appetite and expectation for quality contemporary works, programs and products.
 - Ability to project our arts and cultural brand nationally and internationally.
- Instrumental measures**
 - Increased cultural and creative export flowing from the region.
 - Increased profile as a city of the arts, growth in audience numbers, and employment opportunities for local artists and cultural industry sector.
 - Increased demand for creative product unique to Cairns.
- Institutional measures**
 - Strategies and resources in place to guide economic development and diversification opportunities.
 - 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.

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
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.</p> <p>Cairns Performing Arts Centre (CPAC)</p> <p>Munro Martin Parklands</p> <p>Tanks Arts Centre</p> <p>Cairns Courthouse Arts Precinct</p>	<p>Programming, Promotion and Audience Development</p> <ul style="list-style-type: none"> • Launch our impressive new state-of-the art Cairns Performing Arts Centre in 2018. • Support and strengthen Council's formal 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. • 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 organisations. • 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. • Following refurbishment of the Courthouse, 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. • 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. • 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. • 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. • Encourage national and international collaborations that will benefit from our technical, production and marketing expertise. • Develop and implement initiatives for Munro Martin Parklands that encourage local artists and performers to utilise this outstanding outdoor entertainment venue and its audience. 					

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
3.2 INDIGENOUS ARTS 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.	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander Associate Producer to guide and inform Indigenous programming throughout the five-year strategy for culture and the arts. Support and leverage the Queensland Government’s commitment to create an Indigenous arts incubator for start-up Indigenous performance companies in Cairns. 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. 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. 					

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.	<ul style="list-style-type: none"> Leverage the State of the Arts Research project to establish a network of industry experts that will drive ongoing strategic direction and decision making for cultural and creative industry development. Partner with industry stakeholders, Tourism Tropical North Queensland and State tourism and economic development bodies to: <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. 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. 					

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
3.4 FESTIVALS AND EVENTS								
3.4.1		<p>Commonwealth Games Festival 2018</p> <p>Design and produce a 12-day festival program that stimulates long-term legacies and builds the region's reputation as a hot spot for the arts.</p>	<ul style="list-style-type: none"> • Design a festival program to embrace the 2018 Commonwealth Games key principles and themes: Indigenous and First Nations, Arts and Culture, Celebration, Balance, Quality, Transformation, Diversity and Inclusivity and Change. • Build and produce a live site on Cairns Esplanade for audiences to enjoy performances and Commonwealth Games live events on the big screen. • Engage local artists, performers, musicians, creatives, community groups, facilitators and producers to participate in the festival, and support development of new opportunities and unexpected collaborations. 	→				
3.4.2		<p>Sustain investment and growth in the region's premier arts festivals.</p>	<ul style="list-style-type: none"> • 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. • 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. • 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. 	→	→			
3.4.3		<p>Partner and support community-driven festivals and events that encourage broad participation and build new audiences for the arts.</p>	<ul style="list-style-type: none"> • Leverage the partnerships and collaborations formed during the Commonwealth Games Festival 2018 to pilot a signature biennial Arts Festival for Cairns. • 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 State Government and Cairns Regional Council. • 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. 	→	→			

Priority	Corporate Plan	Strategy	Action	Years				
				1	2	3	4	5
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.	<ul style="list-style-type: none"> Utilise findings of the State of the Arts research to develop a Creative Industries Strategy to guide Council's investment in future industry development. 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. Partner with Arts Queensland 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. Education Officer to develop effective links between creative industry and the education sector that establish career pathways for future generations. 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. 					
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.	<p>Research focus to include:</p> <ul style="list-style-type: none"> The degree of promotion and exportation of Cairns culture and creativity outside of the region. The growth (or decline) in supply and demand for cultural and creative product and audience expectations. Visitor and tourist experience - expectations, engagement and perception of our arts and culture. The sustainability of the arts and cultural sector in the broader Cairns economy, and methods to increase efficiency in value chains. 					

