

CAIRNS REGIONAL COUNCIL

Year 3 (2020/21) Report on Outcomes and Achievements

STRATEGY FOR CULTURE AND THE ARTS 2022



Shaun the Sheep's Circus Show at Cairns Performing Arts Centre, Saturday 28 March 2021



DM# 6957944v4



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. From 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 3 Assessment July 2020-June 2021

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 80 individual actions identified in year three of the strategy's implementation plan. Where possible, the report also provides a quantitative snapshot of the active participation, audience numbers, 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 3 outcomes across the three priority areas of the Strategy for Culture and the Arts 2022

Year Three Actions Status of Cairns Regional Council Cultural Strategy

Priority	Priority 1	Priority 2	Priority 3	Total
Number of Actions Identified for Implementation in Year 3	30	24	26	80
Actions complete to a tangible outcome in 2020/21 Some actions will continue across a 5-year cycle	18	13	18	49
	60%	54.2%	69.2%	61.3%
Actions initiated and soon to be completed	3	1	0	4
	10%	4.2%	0%	5%
Actions in progress Actions did not have a tangible outcome for the 2020/21 year but will continue to be developed across the 5-year cycle	9	10	6	25
	30%	41.6%	23.1%	31.2%
Actions yet to be delivered Actions that have not been delivered in 2020/21	0	0	2	2
	0%	0%	7.7%	2.5%

COMPARISON WITH PREVIOUS YEAR

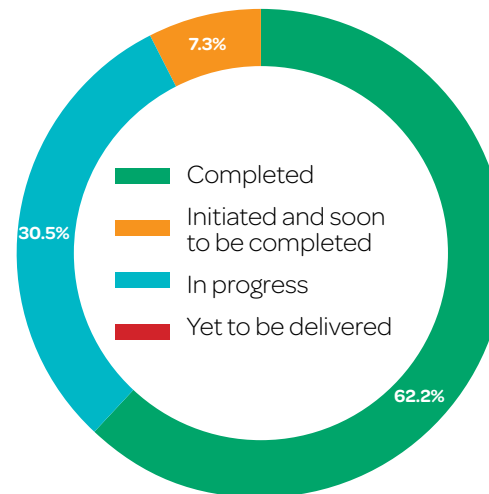
2019/20 Total	2020/21 Total	% up/down
82	80	2.44% ↓
51	49	3.92% ↓
6	4	3.9% ↓
25	25	no change
0	2	200% ↑

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

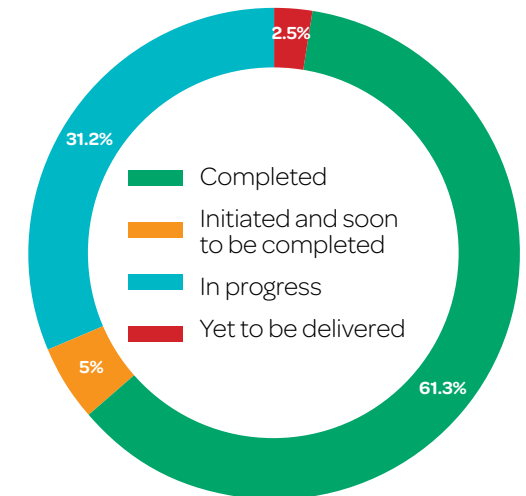
PRIORITY TWO | Culture, heritage and place are valued, shared, celebrated and promoted.

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

Year Two Actions Status of CRC Cultural Strategy



Year Three Actions Status of CRC Cultural Strategy



Statistic Totals from 2020/21 Evaluation and engagement comparison with 2019/20 outputs

• The data comparisons to the right indicate some extreme variations which can largely be explained by COVID-19 impacts as events, venues and organisations were still feeling effects of snap lockdowns and border closures in 2021. A significant variation is seen in audience and participation numbers from the 2020/21 period to the previous year due to the cancellation of Cairns Festival which recorded 87,000 attendees in 2019/20.

• It should also be noted that the 2018/19 (Year 1) reporting year included 3 months of data from the previous financial year and the large-scale Commonwealth Games 2018 Festival.

	Priority 1	Priority 2	Priority 3	Total 2020/21	Total 2019/20 Comparison	% up or down
Active participation	2,043	1,197	1,449	4,689	7,949	41.01% ↓
Audience	47,184	1,899	128,094	177,177	244,891	27.65% ↓
Volunteers	270	31	31	332	406	18.23% ↓
Short-term employment	156	29	459	644	977	34.08% ↓
Long-term employment	0	2	3	5	7	28.57% ↓

2020/21 Highlights include:

Officially opened The Court House, refurbished as a new gallery space and secured a further commitment of \$10m from the Federal Government's Regional Recovery Partnerships Program fund to continue the transformation of three heritage listed buildings within the Cairns Gallery Precinct.

Initiated the Summer Sounds series, a major partnership between Tourism Events Queensland, Tropical Tourism North Queensland and Cairns Regional Council to deliver four signature performances from headline Australian acts and drive visitation to the region through arts and entertainment.



Adopted An Arts and Disability Strategy, the Young Creatives Strategy and the Public Art and Creative Placemaking Strategy to complement and align with the implementation of the Strategy for Culture and the Arts 2022.

Began work to deliver Renew Cairns, a vacant space activation project led by Renew Australia to fill vacant city centre shops with creative enterprises.

Understory Film Festival and Symposium at Cairns Performing Arts Centre (CPAC) and Munro Martin Parklands (MMP) reported as the largest film festival in Australia in the 2020 year with

approximately 670 attendees, while many festivals around the nation and world were unable to take place due to COVID-19 lockdowns and restrictions.

Reactivation of Cairns venues post COVID-19 restrictions through securing state and federal recovery funds. The 100's Series concerts at the Tanks Arts Centre and CPAC re-engaged local audiences with all local programming and included live streaming to digital audiences.



Delivered Flame.Arts Road Trip activities in partnership with Regional Arts Services Network (RASN) and four surrounding local councils involving over 200 participants across 18 months of capacity building workshops and programs.

Presented Cairns Indigenous Art Fair (CIAF) Exhibition as a virtual gallery at Tanks Arts Centre and broadcast live-streamed exhibition launch events.

Expanded the Cairns Children's Festival program across three venues including Tanks Arts Centre, CPAC, and The Court House gallery and outdoor activation space to a total audience of over 9300.

COVID-19 Impact

2020/21 saw the continuation of large-scale impacts of COVID-19 on the arts and recreation sector in the region. The Cairns economy was in a strong position pre COVID-19 with Gross Regional Product (GRP) growth and employment levels both reported to be tracking above state and national averages. The arts and culture sector's economic output was reported to be around \$460m with approximately 3210 people employed in arts and culture specific jobs in the region as at the 2016 Census. By April 2020 ABS data showed that on a national level, over half of all arts and recreation businesses were no longer trading due to COVID-19 impacts.

In August 2020, Council established a regional COVID-19 Economic Response and Recovery Subcommittee (ERRSC) and in reports for the June 2020 quarter, data placed Cairns as the second most severely affected regional city in Australia. An update on an independent report by .id consulting on the impacts of COVID-19 broadly reported the Cairns economy transitioning from recovery to expansion prior to the Delta variant outbreaks beginning to affect the southern states in mid 2021. With international travel still completely halted, domestic travel restrictions were lifted however, just as domestic passenger numbers at Cairns airport were approaching pre-Covid levels in May 2021, lockdowns and restrictions imposed in New South Wales, Victoria and South Australia once again began to disrupt and delay the recovery of the local economy. This in turn had impacts on visitation and participation across

the arts and cultural sector by July 2021.

Federal and state governments released a steady stream of arts recovery funding and the region's arts and cultural sector was well represented amongst successful recipients, with a 36% share of allocated funds from the federal Recovery Boost package of over \$1.17m going to applicants from the Leichhardt electorate, according to data supplied by Regional Arts Australia. In October 2020 Arts Queensland announced its 10-year roadmap for arts, culture and creativity in Queensland Creative Together 2020-2030 and its first action plan Sustain 2020-2022 acknowledged the impact of COVID-19 on the sector, with \$22.5m in grant funds allocated to supporting its delivery.

While many arts and cultural organisations reported a complete halt in activity and the cancellation of events and programming, some organisations discovered new ways of delivering their services and products and some even noted a growth in membership and sales. COVID-19 forced many to diversify, work and connect digitally in the 2020/21 period and this for some has led to a broader audience and consumer base from which they will continue to grow into the future. One such notable example is the online delivery of the Cairns Indigenous Art Fair (CIAF) in 2020; and while Council continued to deliver festivals and concert series (including the inaugural Summer Sounds series) the programming was significantly grant funded and Cairns audiences saw many local artists taking the place of interstate headlining acts due

to travel and venue restrictions affecting the delivery of live performances.

Council continues to deliver the COVID-19 Local Recovery Plan by working with the arts and cultural sector to stimulate growth and recovery for the creative sector in the region. The latest COVID-19 Cairns Local Recovery Plan progress report released in late 2021 outlines the completion of major infrastructure in Cairns such as the Esplanade Dining Precinct, the refurbishment of the Convention Centre and The Court House gallery alongside the \$10m federal government commitment for the broader Cairns Gallery Precinct. It also includes details of a further \$4m investment for regional screen programs in addition to the previously announced \$6.8m Screen Queensland film and television studio development in Cairns. The screen industry is noted in the State of the Arts in Cairns 2020 (SoARTS) Report as an important developing industry in the region, with the Far North serving as somewhat of a safe haven for a number of large-scale productions during COVID-19. Also included in the progress report is a significant investment in the Renew Cairns program which will activate vacant spaces in the city centre with creative enterprises. It is hoped that the abovementioned investments will contribute to the recovery of the creative industries in the region and reignite a cultural tourism focus whilst also promoting a vibrant and liveable city that attracts those looking to relocate and contributes to retaining youth in the region.



Kaweyova at the Tanks Arts Centre, 18 September 2020

Strategic Milestones

State of the Arts in Cairns Report 2020 (SoARTS) - Research Partnership with JCU and CQU

This ground-breaking partnership with JCU and CQU, now in its fourth 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 2020/21 action plan was the completion of the second SoARTS Report. The delivery of this report was impacted by COVID-19 however was finalised in November 2021. The report was then distributed to the project advisory group for feedback and presented to Council in December 2021 for endorsement. The report's focus was Infrastructure Resources and Skills and the compilation of sector insights, and its suite of business, tourism and arts and culture mapping reports lay a solid foundation for future decision making and planning for the creative sector in our region.

An Arts and Disability Strategy, Strategy for Young Creatives and the Strategy for Public Art and Placemaking

The need for the creation of a suite of strategies to address and develop specific areas of creative activity in the region was identified in community and stakeholder engagement in the lead up to the development of Council's Strategy for Culture and the Arts in 2016-17.

In partnership with Arts Queensland, Council engaged expert consultants and service providers across two separate focus areas to facilitate the development of the Arts and Disability Strategy and the Strategy for Young Creatives which were then endorsed by Council in September 2020.

The action plans are designed to be implemented across the two years from 2020-22 and outcomes from the strategies will be embedded and fully acknowledged in the next planning phase of the Strategy for Culture and the Arts from 2023 onwards.

The Arts and Disability Strategy responds to state and federal initiatives and aims to develop the provision of arts for persons with disability in Cairns through addressing

needs and gaps in Council services, providing accessible programming and venue information; audience development and pathways to engagement; and participation and employment in the arts and cultural sector for people with disability.

The Young Creatives Strategy investigates the challenges, opportunities and new ideas in the engagement of young people as audience members and creative producers and aims to improve programs and services that respond to identified needs across resources, collaboration, funding, professional development, programming, placemaking and strategic development.

Additionally, following a review of the 2012-18 public art program, the Strategy for Public Art and Creative Placemaking was adopted by Council to complete the suite of strategies to support and stimulate creative and cultural activity in the region and in doing so, contribute to defining a shared identity, strong sense of place and align with Council's corporate objective of becoming the arts and cultural capital of Northern Australia.

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 **2,043** people or groups actively participated in the program.

An estimated **47,184** people were audience members.

An estimated **156** short-term employment opportunities for individuals and contractors.

An estimated **270** volunteers supported the program.

Partners and Collaborators



Access Arts	Mossman Gorge Training Centre
ANZ Cairns	Mossman Health Service - Apunipima
ARC Disability Services	Mossman State High School
Arts Queensland	Mossman Indigenous Elders
Atherton State High School	Mossman Youth Outreach
Atherton Performing Arts	Mount St Bernard College (Herberton)
Bamanga Bubu Ngadimunku Aboriginal Corporation	NorthSite Contemporary Arts
Box Jelly Theatre Co	Opera Queensland
Cairns Art Gallery	Peninsula Art Educators Association (PAEA)
Cairns Regional Council - Libraries	Polytoxic
Cassowary Coast Regional Council	QMusic
Cairns Indigenous Art Fair (CIAF)	Queensland Ballet
Circa	Queensland Symphony Orchestra
Dead Puppet Society	Regional Arts Development Fund (RADF)
Douglas Shire Council	Regional Arts Services Network (RASN)
Dr Paul Matthews	REACH ARTS FNQ
Ergon Energy	Renew Australia
Etheridge Shire Council	Screen Queensland
Get Skilled Access	Screenworks
Good Counsel College (Innisfail)	Shake & Stir Theatre Co.
Green Space, Our Place - Volunteer Program (CRC)	State Library of Queensland
Indigenous Elders	Tablelands Music Lovers
Innisfail East State School	Tablelands Regional Council
Innisfail State College	Tropical Arts
Innisfail State School	Youth Justice - Queensland Government
Malanda Theatre Company	
Mamu Health Service - Cassowary Coast	





#	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>a. 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.</p>	The restoration of The Court House gallery was completed in February 2021 at a total cost of \$8.28m funded by Cairns Regional Council and the federal government’s Regional Jobs and Investment Package program. Since the opening of The Court House to the end of June 2021 there have been six exhibitions, five residencies and five activations including events on the lawn and Cairns Children’s Festival programming. A Conservation Management Plan for the former Mulgrave Shire Council offices has now been commissioned and the estimated \$5.4m heritage restoration and upgrade will begin in 2022 to facilitate use of a gallery space as part of the broader Gallery Precinct project.	See: 3.1.1 (d)	See: 3.1.1 (d)	See: 1.5.1 (d)	See: 3.1.1 (d)	
		<p>b. 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.</p>	Minor costs associated with the Stage 2 MMP works project were expended in the 2020/21 financial year which delivered permanent back of house facilities for the performance stage. There were 10 events delivered at MMP in the 2020/21 period including two Summer Sounds series shows, Understory Film Festival and Ecofiesta to a total audience of 15,518.	See: 3.1.1 (i)	15,518	See: 1.5.1 (d)	See: 3.1.1 (i)	
		<p>c. 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>	The renewal and upgrade of Tanks Arts Centre audio visual equipment, lighting system, cabling and bin housing at a cost of over \$88,000 was undertaken in the 2020/21 financial year with a further upgrade to point of sale software and equipment (for use across MMP, CPAC and Tanks venues) costing just over \$32,000. New infrastructure and improvements to Tank 3 will begin in 2021/22 which will include a catering hub and storage facilities. During 2020/21 the Tanks hosted 38 events, performances and activities delivered by Council and community organisations and attracted an audience of 11,059 along with Tanks exhibitions attracting 27,324. It should be noted that COVID-19 border restrictions and interstate lockdowns impacted attendance numbers throughout 2020/21.	See: 3.1.1 (e)	See: 3.1.1 (e)	See: 1.5.1 (d)	See: 3.1.1 (e) 2 (Tanks renewal)	

- Completed to a tangible outcome in 2020/2021
- 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>Completed to a tangible outcome in 2020/2021</p> <p>a. Maximise awareness and usage of Council-owned facilities and spaces through improved marketing and promotion.</p>	<p>The Arts and Culture Map website, launched in 2018, lists 43 arts and cultural spaces and facilities for hire in Cairns, both private and Council owned. The Facilities and Spaces page on the map was the third most popular category in 2020/21. In February 2020 Vibrance magazine was launched to showcase Council's arts and cultural programs, projects, events and facilities. Three issues of the magazine were released in 2020/21 with 16,000 printed magazines distributed at over 110 locations including government and tourism agencies within Queensland. The magazine includes promotion of the Arts and Culture Map and an entire page is dedicated to promoting spaces and facilities for hire ranging from galleries and halls to meeting rooms, stages and arts centres.</p>					
		<p>In progress</p> <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 	<p>Work to finalize the mapping exercise was delayed by COVID-19 and while the investigation of locations for potential land use and current usage for creative production and storage is not yet complete, work has begun on an independent needs analysis of multicultural facilities. The review and assessment of existing supply and capacity of facilities including halls, buildings and meeting places that could be, or are being used for multicultural purposes is being undertaken and findings will be shared across Council departments once complete. Investigations as to how any new multicultural facility might also serve the needs of the creative sector will then follow.</p>					

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- Initiated and soon to be completed
- In progress
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#	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.	 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	Council has longstanding relationships with many local businesses, developers and peak industry bodies. In late 2020, Council’s Economic Development team began liaising with Renew Australia to investigate the potential for a Renew Cairns project to activate vacant spaces in the CBD with creative enterprises. Council then allocated budget to financially support the project and provide in-kind resources throughout the planned delivery in 2021/22. Screen Queensland has also announced plans to build a new \$6.8m film and television studio in Cairns at the former Bunnings site. It is envisaged that there will be production space for temporary and long term hire within this development. Council will continue to build on existing relationships with industry and peak bodies and work with creatives to provide information and cross promote availability of new facilities and spaces for creative production.					
1.2 ACCESS TO INFRASTRUCTURE AND OPPORTUNITIES								
1.2.1	Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.	 a. Ensure continued local community access to existing cultural facilities and new Cairns Performing Arts Centre through discounts for local groups.	Council continues to provide local groups, individual creatives and organisations access to cultural facilities and venues. Long term leases of Council owned land and buildings are held by several not for profit organisations including historical societies, visual arts and cultural groups. Affordable access to venues including Tanks Arts Centre, Botanic Gardens Visitor Centre and CPAC is provided through Council’s exhibition and workshop program, residency rates and grant programs. The Arts and Cultural Assistance program awarded a total of \$30,835 in-kind venue hire and resources to 9 individuals and community organisations supporting a range of activities and events in 2020/21. Discounted tickets for group bookings, pensioners, students, families and concession card holders continues across all Council owned and managed venues.		See: 3.1.1 (e)		See: 3.1.1 (e)	

-  Completed to a tangible outcome in 2020/2021
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-  In progress
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#	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>Completed to a tangible outcome in 2020/2021 b. Initiate more cross-Council collaboration, encouraging partnerships with libraries, community development, and recreation and planning departments.</p>	Projects and programs involving cross-Council collaboration in 2020/21 included the Cairns Children’s Festival; RADF Roadshows, delivered at libraries throughout the Cairns region; the Youth Urban Art Project; Renew Cairns; Cairns Minecraft; and Flame.Arts events and workshops. Council’s Arts and Cultural Grants Coordinator continued to work closely with the Business Support unit in the delivery of in-kind assistance, policy review and application processes. The Arts and Disability Strategy, the Strategy for Young Creatives and the Public Art and Placemaking Strategy actions have required many departments across Council to work together to achieve outcomes and advocacy for implementation plans.					
		<p>Completed to a tangible outcome in 2020/2021 c. 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>	A number of skills and career development opportunities were delivered alongside activities and programming over the 2020/21 period. Although COVID-19 impacts saw some touring engagements cancelled, many mentorship and workshop activities were delivered including: Tanks Arts Centre Visual Arts Program, Cairns Children’s Festival, Critical Thinkers forums, CPAC activities including Opera Queensland, Polytoxic, Circa, Queensland Symphony Orchestra and Dead Puppet Society.	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.5.1 (d)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	
		<p>Completed to a tangible outcome in 2020/2021 d. Implement audience and artist development strategies that stimulate and target broader opportunities for older people.</p>	While many performances for senior audiences were impacted by COVID-19 including Morning Melodies, in 2020/21 the Arts and Cultural Assistance grant program supported applications which included free artistic classes for senior citizens delivered by local creatives along with a locally written and produced theatre work titled Prospect Terrace involving stories based around senior characters and designed for older audiences. The new work was presented in partnership with Verandah Theatre Company at CPAC in late 2020. Programming and audience development strategies for older people continue to be investigated in 2021/22.	See: 3.1.1 (g)	See: 3.1.1 (g)		See: 3.1.1 (g)	





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1.2 ACCESS TO INFRASTRUCTURE AND OPPORTUNITIES								
1.2.1	Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.	<p>■ e. Develop Festival and Event specific boot camps to build the capacity and capability of organisers of community events.</p>	A Community Events Catch Up was held in August 2020 where community event organisers were invited to expand their networks and receive information on Council funding streams. Queensland Health also delivered an education session for attendees on how to hold a COVID-safe event. A Welcoming Cities launch event was also held in May 2021 where a two-hour Revenue Generation Workshop was conducted for multicultural communities delivering projects.	52				
1.2.2	Commonwealth Games Festival 2019	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. 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>	In September 2020 the Strategy for Young Creatives was adopted by Council and a dedicated project officer was engaged to drive the two-year implementation plan. The Flame. Arts suite of career development programs is now promoted as an annual program of mentorships, workshops, activities and events across cultural facilities and venues. Partnerships and collaborations with education, health and youth service providers including TAFE, REACH, JCU, CQU and local schools will continue in 2021/22. Other professional development opportunities delivered this year included the Energy Exhibition and Year 13+ program in partnership with the Peninsula Art Educators Association (PAEA) and REACH, the Flame.Arts Road Trip program in partnership with RASN, Flame.Visual mentorship and exhibition, and Understory Film Festival and Symposium.	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.5.1 (d)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	





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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>b. 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's Strategy for Young Creatives is being delivered in alignment with the overarching Flame.Arts career development program and the RADF funded Flame.Arts Access council initiatives, both of which have a focus on engagement with underrepresented groups including young creatives. Council officers will continue to work with REACH and other education and health service providers across specific Young Creatives and Flame.Arts programming to ensure activities and capacity building projects are cross promoted amongst social media networks in order to maximize engagement and outcomes.	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.5.1 (d)		
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> <p>b. Develop and deliver a broad range of activities, programs and industry partnerships that enhance effective and outcome-focused audience development.</p>	<p>Council continues to seek direction, comment and feedback from the First Peoples Advisory Committee on activities, events and engagements that involve Aboriginal and Torres Strait Islander communities. Creative Life continues to work towards the development of programs and projects in consultation with Traditional Owner groups and build on the foundation of strong relationships formed over many years.</p> <p>Creative Life has established close ties with performing arts bodies and continues to partner with organisations such as Miriki Performing Arts, Sounds of AustraNesia and Gondwana Choirs, as well as major performing arts companies who deliver audience development programs in the region. Council partnered with CIAF for its mostly virtual delivery in 2020 and The Court House gallery's inaugural program included a specific focus on Indigenous arts and artists. Several projects involving partnerships were delivered at the new venue including Justicia by Bonemap, the Cairns Art Gallery's Contemporary Indigenous Textiles exhibition and The Court House Alive series which partnered local and high-profile national artists such as Queensland Symphony Orchestra and Kaweyova; and Dizzy Doolan and Troy Cassar-Daley for a series of outdoor concerts.</p>	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.5.1 (d)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	

#	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>	<p>Council's partnership with RASN saw the delivery of the Flame.Arts Road Trip program which was managed by an Indigenous Project Officer. The program aimed to broaden engagement with Aboriginal and Torres Strait Islander creatives across the arts through career building and skills development activities which included mentorships and workshops in the 2020/21 year. Council continues to collaborate and partner with local organisations in regard to programming and capacity building through strong ongoing relationships forged with groups over the duration of the Commonwealth Games Festival 2018 program.</p>	<p>See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)</p>	<p>See: 1.1.1 (b) 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)</p>	<p>See: 1.5.1 (d)</p>	<p>See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)</p>	
		 <p>d. Build and maintain effective and long-term partnerships that will help secure funding from philanthropic, corporate and government funding sources.</p>	<p>With the assistance of RASN funding, Council engaged an Indigenous Project Officer who has now been employed on an ongoing basis to continue to build and maintain partnerships and increase engagement with First Nations creatives. This engagement includes seeking funding for project and program delivery with the support of the Arts and Cultural Grants Coordinator. A First Peoples Arts and Cultural Projects / Engagement portfolio was recently added to the Cairns RADF Committee and the RADF and RASN program funding has supported specific projects targeting engagement with First Nations artists and creatives.</p>			1		
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>	<p>A recent review of Council's Community Grants General Policy noted the limited applications in the 2019/20 period with the program expending 39% less than the previous year. While the grant round was suspended in the 2020/21 financial year due to COVID-19, the Arts and Cultural Infrastructure grant and the Go Clubs Infrastructure grant were consolidated as an outcome of the review. From 2021/22 arts and cultural organisations are able to apply for up to \$25,000 for building improvements and infrastructure projects alongside sporting and other community organisations.</p>					



-  Completed to a tangible outcome in 2020/2021
-  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>	Vibrance magazine includes pages dedicated to the promotion of arts and cultural grant programs and project outcomes. Additional promotion was delivered through specific campaigns on social media. The individual RADF Roadshow sessions were attended by 25 people across libraries throughout the region and grants officers presented at community forums hosted by UMI Arts and Arts Queensland to increase access and promotion of the grants across local networks. RADF grant applications were made available online and enhancements to the RADF webpages were included in the development of Council's new website launched in September 2021. Creative Life grants social media posts resulted in a reach of 23,883 with over 1,337 active engagements within these posts.	25				
		 <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>	Despite COVID-19 impacts in the lead up to the 2020/21 RADF application process, Council maintained its investment of \$115,000 in the RADF program in order to ensure continued support for regional creatives facing the financial challenges that arose throughout the pandemic. The state government contributed \$99,500 (down slightly from \$100,000 in the previous year). The RADF program expended \$195,741 supporting 23 projects across RADF grant streams in the 2020/21 financial year period. In addition to these grant funded projects, funding was allocated to specific projects for underrepresented groups as part of the Flame.Arts Access initiatives and were delivered in alignment with actions across the Young Creatives and Arts and Disability strategies.	1,754	18,716	229	122	
		 <p>d. Provide rates-based financial assistance for not-for-profit cultural and arts organisations and groups.</p>	Council provided just over \$1.01m in Rates Based Financial Assistance in the 2020/21 financial year to community groups, of which approximately 9% delivered arts and/or cultural activities.	13 orgs				

-  Completed to a tangible outcome in 2020/2021
-  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>■ e. Invest in annual Local Community Events, Regional Events, Major Tourism Events and Industry Development grant streams.</p>	Aside from the grant programs managed by Creative Life, targeted investment across local, major tourism and industry development grants allocated around \$111,000 along with over \$62,000 in-kind contributions in the 2020/21 financial year. Around 15 organisations were supported and the events and activities reported significant engagement and participation. It should be noted that a number of activities receiving support were affected by COVID-19 and were either postponed or cancelled.	69	12,950		26	
1.5 COLLABORATION, CROSS-PROMOTION & INFORMATION FLOW								
1.5.1	Establish new and innovative models for collaboration, cross-promotion and information flow.	<p>■ a. Develop and deliver audience and educational programs and packages for school and tertiary students</p>	Although the recruitment of a dedicated Education Officer to deliver the below milestones has not yet been achieved, significant milestones have been reached in this area in the 2020/21 year. The delivery of the Flame.Visual Energy exhibition and Year 13+ program at Tanks Arts Centre provided development opportunities for schools and tertiary students. Additionally, the presentation of material at The Court House, Tanks Arts Centre and other heritage sites has been tailored for excursions and for use by teachers. Other educational packages include the development of an annual program of Flame.Arts activities and work will continue on the delivery of workshops, events and performance platforms for emerging artists, as well as creative developments and mentorships across performing arts and technical stage craft in the 2021/22 year as part of the Young Creatives strategy actions.					

- Completed to a tangible outcome in 2020/2021
- 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>b. Facilitate ongoing networking opportunities across the creative and cultural sector to stimulate cross-promotion, information sharing and partnerships.</p>	The Flame.Arts Road Trip program co-funded by RASN, created opportunities for surrounding regional creatives to attend targeted workshops and capacity building activities throughout the 2020/21 year. The project originally planned to start in early 2020 was impacted by COVID-19, however substantial work went into network building and engaging partners to increase participation across the suite of Flame.Arts activities throughout the year. COVID-19 restrictions presented challenges to the creation of networking opportunities however work is being undertaken to facilitate ongoing platforms to stimulate information sharing and partnerships in 2021/22.	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.1.1 (b) 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.5.1 (d)	See: 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	
		 <p>c. Implement and deliver new creative development initiatives, including artist in residence, arts incubation, mentorship, and internship projects</p>	Creative development, residencies and mentorships in the 2020/21 year included three Tank 4 visual arts residencies from visiting artists. The Cairns Children’s Festival delivered creative developments, mentorships and residencies with the interactive Bamboo Connect Building Bridges by Co-Lab project, the Boat Shed project and the production of Beyond the Waves. 2020/21 Also saw the creative development for a new children’s work titled ‘Lucky’ which will feature at the 2022 Cairns Children’s Festival. In addition, there were several workshops and mentorships delivered as part of the Flame.Arts program. Planning has also begun on several creative development initiatives as part of the Young Creatives strategy and will continue to be delivered throughout 2021/22.	See: 3.1.1 (d) 3.1.1 (e)	See: 3.1.1 (d) 3.1.1 (e)	See: 3.1.1 (d) 3.1.1 (e)	See: 3.1.1 (d) 3.1.1 (e)	

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#	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>█</p> <p>d. 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>	Council’s volunteer program continued to expand in 2021 with the addition of The Court House gallery space. An acknowledgement ceremony was held at MMP in December 2020 and the 18 volunteers in attendance received free concert tickets in thanks for their service. Volunteers comprise youth, older people and people with disability and were engaged across multiple venues and events throughout the year including Cairns Children’s Festival, Cairns Festival, Tank 4 gallery and Understory Film Festival. Dedicated training was also delivered to Creative Life’s Volunteer Coordinator in order to ensure best practice in line with national standards.	18		40		
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>█</p> <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>	Investment and ongoing promotion of the Arts and Culture Map has continued in 2020/21 with dedicated advertising space in Vibrance magazine and the inclusion of links in Council email signatures. Work has begun on the expansion of the map to the surrounding Tablelands Regional Council, Cassowary Coast Regional Council and Douglas Shire Council areas to increase the reach of the Arts and Culture Map and to maximize connection with the tourism market across the region. This expansion and promotion project will continue in 2021/22.				2	
		<p>█</p> <p>b. Build strong customer relationships to encourage relevant sectors to get on the Map and participate in the initiative.</p>	Creative Life has continued building customer relationships and has increased engagement with 69 new listings and 31 new contributors to the map over the 2020/21 year. This regional partnerships expansion project has secured three new local government partners to date and 12,666 users and 35,845 page views were recorded over the twelve months to June 2021.	54				

- █ Completed to a tangible outcome in 2020/2021
- █ 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								
1.5.2	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>■ c. Establish continual improvement of the Map, and design secondary functions in line with user needs</p>	Improvements across functionality and design of the Arts and Culture Map have continued in 2020/21 and feedback received from the community will guide reviews and decision making in line with user needs in the 2021/22 year. Work continues to complete the regional partnerships project and promote the map across the four local government areas.	3 LGA			1	
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.	<p>■ • The degree to which the community is engaged with, enriched by, and makes use of arts and cultural infrastructure and resources.</p> <p>■ • 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.</p> <p>■ • The degree to which collaboration, partnerships and cross-promotion influences the capability and sustainability of the sector.</p>	See next page for insights relevant to Priority 1.	55			3	

- Completed to a tangible outcome in 2020/2021
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- In progress
- Yet to be delivered

State of the Arts in Cairns Report 2020 (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 2020. 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 2020 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: Hard Infrastructure (p13) Stakeholders cited that infrastructure such as ‘gritty’ production spaces that can facilitate self-determination, professional development, training and employment are equally as important as world class buildings.</p> <hr/> <p>Sector Insights: Hard Infrastructure (p12) Infrastructure access – common theme: control of resources - underutilised spaces in the Cairns CBD could be activated with arts and culture uses through the Renew Australia program or similar.</p>
<p>Priority 1.2.1 Provide equitable, accessible and affordable infrastructure, resources and cultural experiences.</p>	<p>Sector Insights: Hard Infrastructure (p6) Stakeholders acknowledged Council’s continued investment in arts infrastructure and venues in the city centre, especially for high-end touring /tourism facing activity, although expressed some concern for local programming and venues for home-grown, grass roots talent.</p> <hr/> <p>Sector Insights: Hard Infrastructure (p13) For many not for profit stakeholders it was noted that Council fills important gaps in hard infrastructure needs and allows viable contributions to be made by entities at the community recreational and professional levels.</p> <hr/> <p>Mapping Creativity: Urban Design Considerations (p22) Stakeholders have continued to advocate for decentralised arts and culture in Cairns and the need for infrastructure similar to MMP in the suburbs.</p>

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

Priority Area

SoARTS Report 2020 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: COVID-19 Impacts (p8)

The Cairns arts and culture sector demonstrated dexterity in terms of applying for and garnering grant income from various sources.

Sector Insights: Soft Infrastructure (p14)

Stakeholders lamented limited philanthropic support for arts and culture activities (p7) however there is a sentiment that Council actively supports business and project development opportunity through its funding programs.

Sector Insights: Soft Infrastructure (p14)

The RADF program is acknowledged by stakeholders as a consistent enabler of activity across the disciplines of the sector and Council programs that provide in-kind access to facilities and soft infrastructure are critical to some.

Priority 1.5.1

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

Sector Insights: COVID-19 Impacts (p9)

COVID-19 has resulted in an escalation of online services and communication and for many, this has emerged as a primary channel for dissemination and delivery of information and creative content. Some organisations connected to new national networks through digital strategies.

Sector Insights: Soft Infrastructure (p14)

A sense of isolation from national and international industry networks drives the sector to form local partnerships and consortium.

Sector Insights: Soft Infrastructure (p14)

Some disciplines continue to be underserved and would benefit from alternative business modelling and development – establishing a sector wide reflection on shared priorities and the development of a set of indicators may improve focus and investment.

Sector Insights: Key Points (p12)

The need for multi-purpose creative production spaces, an all abilities arts hub and flexible meeting and shared work spaces were points raised by stakeholders. A need for coherent advocacy from within the sector including identifying new opportunities and linkages with a broader field of engagement was also noted.

RADF Program 2020/21

The Regional Arts Development Fund (RADF) is delivered as a partnership between the Queensland Government through Arts Queensland and eligible local councils across the state. It promotes the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions. RADF invests in local arts and cultural priorities, as determined by local communities, across Queensland. The Cairns RADF program offers two major grant rounds per year and three professional development grants all year round until allocated funds are expended.

The grant streams have been specifically designed around strategic objectives and a new grant stream for large scale projects offered up to \$25,000 for a City of the Arts Hero Project grant to produce high calibre, collaborative new work with regional, national or international significance. The RADF program also provides councils with the ability to shape their program funds to suit strategic council initiatives and the Flame. Arts Access program includes not only a \$1000 out-of-round grant stream for three underrepresented groups (Aboriginal and Torres Strait Islander Artists and creatives, young people and artists with disability) it also sets aside target project funds to invest directly into local collaborations and projects with a similar focus.

The RADF program expended \$195,741 in the 2020/21 financial year providing funding towards 23 projects through the community grants streams with an expected audience of 18,716 and short term employment of 122, and continues to be an important enabler of arts, culture and heritage projects throughout the region.

Two online surveys are sent to RADF recipients around a month before their project acquittals are due, one

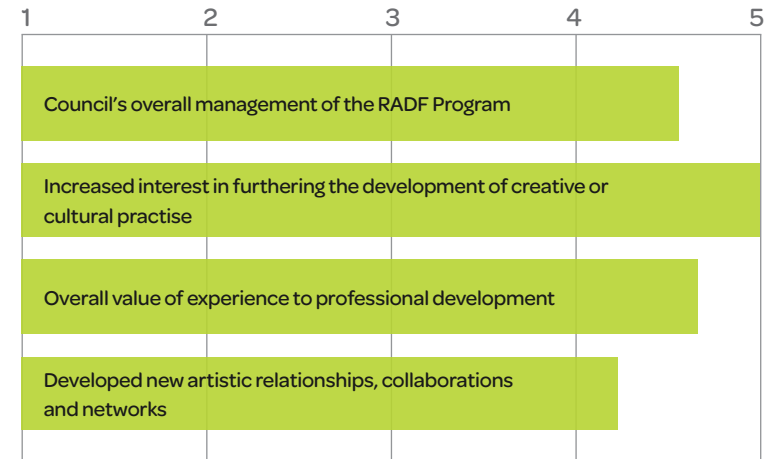
survey link is specifically for Major Round and City of the Arts Hero Project recipients and the other is for out-of-round professional development grant recipients. A total of 17 valid survey responses were received throughout the 2020/21 year. All responses are anonymous.

Results indicate that respondents were very satisfied with Council's overall management of the grant program with an average score of 4.67 out of 5 (with 5 being very satisfied) and the importance of Council's service to the overall outcome of the project also rated highly (mean = 4.27). There was strong agreement that the program personally provided an 'appreciation of creative excellence, new knowledge and/or experience' (mean = 4.80) and respondents when asked on a scale of 1 (low) to 5 (high), rated the value of the program highly in relation to 'increasing opportunities for future employment' (mean = 4.12). Responses indicate that recipients had 'developed skills in project management, strategic planning and/or business planning' (mean = 4.75) and respondents also agreed that the aims and objectives of the RADF program helped to 'build local cultural capacity, cultural innovation and community pride' (mean = 4.13).

Overall the levels of satisfaction with the RADF program were high and recipients enjoyed the opportunities afforded to them through grant funding and answers given to open ended questions indicate that Council staff provided very useful, fast and responsive engagement to recipients. Survey results show that recipients wish to develop their chosen artform further and responses reflected an appreciation and connection to Cairns and our cultural and creative identity.

RADF Grant Program 2020/21

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



Evaluation - Measures for Success

INTRINSIC MEASURES MET

- Community satisfaction and appreciation
- Exposure to new knowledge, skills and experience
- Sector confidence, resource-sharing, networking and connectivity

INSTRUMENTAL MEASURES MET

- Increased collaborations, partnerships and networking across the arts and cultural sector
- Increased sector sustainability, capacity and capability

INSTITUTIONAL MEASURES MET

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

CASE STUDY PRIORITY 1



Shifting Surrounds by Yandell Walton, exhibited at NorthSite Contemporary Arts

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 **1,197** people or groups actively participated in the program

An estimated **1,899** people were audience members (in addition to other stats captured in other outcomes)

An estimated **29** short-term employment opportunities were created for individuals or contractors

An estimated **31** volunteers supported the program.

2 long-term employment opportunities were created.

Partners and Collaborators

CIAF
Atherton State High School
Atherton Performing Arts
Bamanga Bubu Ngadimunku
Aboriginal Corporation
Cairns Art Gallery
Cairns Regional Council - Libraries
Cassowary Coast Regional Council
Douglas Shire Council
Innisfail East State School
Good Counsel College (Innisfail)
Green Space, Our Place - Volunteer
Program (CRC)
Indigenous Elders
Innisfail State College
Innisfail State School
Malanda Theatre Company
Mamu Health Service - Cassowary
Coast
Mossman Gorge Training Centre
Mossman Health Service - Apunipima
Mossman State High School
Mossman Indigenous Elders
Mossman Youth Outreach
Mount St Bernard College (Herberton)
Ngamumu
Tablelands Music Lovers
Tablelands Regional Council
Tourism Events Queensland
Tourism Tropical North Queensland
UMI Arts
Youth Justice - Queensland
Government

#	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>Completed</p> <p>a. 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 development of interpretive media was delivered in 2020/21 and has been implemented according to the interpretation plan completed for The Court House by consultants Australian Heritage Specialists. While existing interpretive panels explore themes of law and order, social justice and Indigenous perspectives, a number of remaining panels are yet to be installed and work will continue on these in 2021/22. The Court House officially opened in February 2021 and the new gallery space has been programmed with a range of exhibitions and performances throughout the year.				1	
2.1 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.	<p>In progress</p> <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> <p>In progress</p> <p>b. Investigate the possibility of establishing a centre that could showcase and promote Indigenous arts, culture and heritage.</p>	<p>With the engagement of an Indigenous Project Officer, work continues connecting and engaging with the First Nations community through the arts, health and social justice sectors. Cross-Council collaboration with Council's First Peoples Community Services Officer in alignment with Council's Reconciliation Action Plan has enabled ongoing discussions around shared cultural heritage, the expansion of networks and the promotion of Aboriginal and Torres Strait Islander creative expression in our region. This work has been delivered through programs, events and activities at venues including CPAC, The Court House and Tanks Arts Centre, with Council officers continuing to consult with the First Peoples Advisory Committee (FPAC) on major projects and initiatives in 2021/22.</p> <p>Planning and development of the Cairns Gallery Precinct project includes a focus on showcasing Indigenous arts from across the region. With the completion of The Court House and with plans in place for the refurbishment of the Mulgrave Shire building, which will be repurposed as a gallery space with an Indigenous arts focus, stakeholder engagement for the broader Gallery Precinct will take place in 2021/22.</p>	<p>See:</p> <p>3.1.1 (d)</p> <p>3.1.1 (e)</p> <p>3.1.1 (g)</p>	<p>See:</p> <p>3.1.1 (d)</p> <p>3.1.1 (e)</p> <p>3.1.1 (g)</p>	<p>See: 1.5.1 (d)</p>	<p>See:</p> <p>3.1.1 (d)</p> <p>3.1.1 (e)</p> <p>3.1.1 (g)</p>	

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- Initiated and soon to be completed
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#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
2.1 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.	<p>Completed to a tangible outcome in 2020/2021</p> <p>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.</p>	Although a number of signature Aboriginal and Torres Strait Islander events were impacted by COVID-19 and either postponed or delivered online, Council supported First Nations events through grant funding and partnerships to the value of over \$235,900 including venue hire and promotional support in the 2020/21 period. Among the events that proceeded the disruptions were: Miriki and Australian Ballet partnership; CIAF delivered via virtual exhibition platform; Undercurrents, a CIAF satellite exhibition delivered at Tanks Arts Centre; NAIDOC Week celebrations; Coming of the Light Festival 150th Year Anniversary Open Day; Mabo Day; and Big Talk One Fire (UMI Arts).	See: 3.1.1 (e) 1.4.1 (e)	See: 3.1.1 (e) 1.4.1 (e) 1500 (Big Talk One Fire)	See: 3.1.1 (e)	See: 3.1.1 (e) 1.4.1 (e)	
2.1 SHARED CULTURAL HERITAGE								
2.1.3	Preserve, protect and value our region's shared and significant cultural heritage and historical and contemporary collections.	<p>Completed to a tangible outcome in 2020/2021</p> <p>a. Deliver effective preventative maintenance across Council's significant heritage assets.</p> <p>Completed to a tangible outcome in 2020/2021</p> <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>	<p>Preventative maintenance has been implemented across several Queensland heritage-listed sites and cultural heritage assets in the 2020/21 period including: McLeod St Pioneer Cemetery, School of Arts (Cairns Museum), Cairns Art Gallery and MMP (including a full upgrade of interpretive signage). All maintenance was carried out according to recommendations in conservation management plans and annual maintenance schedules. Restoration and repairs were also carried out on the Anzac Centenary Sculpture and interpretive signage at Tobruk Pool.</p> <p>A Conservation Management Plan for the former WWII control room was completed in 2018. The plan outlines the heritage significance of the site and includes guidelines for maintenance, restoration, adaptation and interpretation of the building which is listed on the Queensland Heritage Register and is believed to be one of the oldest surviving civilian shelters in the region. The site was handed over to the Scouting Association of Queensland in the mid 1950s and Council continues to work with stakeholders towards the potential re-use and interpretation of the historic site in 2021/22.</p>					

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#	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>■ 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>Council continues to support the capacity of the region's art and historical groups as impacts of the pandemic saw many of the region's flagship organisations reshape the delivery of exhibitions and events to include a digital format. The virtual delivery of CIAF in 2020 reported over \$330,000 in artwork sold and saw an online reach of 4.55m through Google and Facebook and has been described as a cultural evolution. Council also continued its major partnership with both the Cairns Art Gallery and the Cairns Historical Society in the 2020/21 period. Both organisations reported exploring several new ways of reaching audiences during a time of decreased visitation and tourism; this included developing digital and social media and shifting focus to local audiences.</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 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. 	<p>The partnership between Council and Queensland Museum continued in 2020/21 and the Museum Development Officer delivered support to collecting groups and museums across the region in alignment with Council's strategic objectives. Despite closures and restrictions due to COVID-19 the program included 939 engagements, 54 site visits, 6 public talks, 10 training sessions and saw 2 employment opportunities arise in the local sector. Key focuses of the program include professional development, best practice collections management and building the capacity and capability for local historical societies and museums.</p>	939				2



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- 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 Cairns and District Chinese Association (CADCAI), State and Federal government and Queensland Museum to support the development of a Chinese Cultural and Heritage Centre.</p>	Council has supported CADCAI's vision for a Chinese Cultural and Heritage Centre by providing a short-term lease for the potential Greenslopes Street site. The partnership with Queensland Museum also supports the Museum Development Officer to work with the organisation to facilitate community engagement and planning sessions for the centre as well as providing ongoing advice regarding storage and collection management.					
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>	COVID-19 restrictions affected the delivery of several projects and events aimed at connecting cultures and celebrating and promoting shared identity were cancelled due to COVID-19 impacts in 2020/21 however work will resume on these projects into the future. Joint community ventures that were delivered through either presentation partnerships and/or funding during this financial year included: La Bella Figura – a new theatrical work developed through consultation with the local Italian community, Shadows from the Past annual theatrical tour of McLeod St Pioneer Cemetery (Cairns & District Family History Society) and collaborations and exhibitions as part of The Court House program and outdoor activation series. A Cairns Tanks Timeline project has also been developed for use in the Tank 4 Gallery. The interactive touchscreen was funded by the Saluting Their Services Commemorative Grants program and documents the construction and operation of the Royal Australian Navy fuel facility before becoming the Tanks Arts Centre.	See: 3.1.1 (d) Shadows from the Past (41)	See: 3.1.1 (d) Shadows from the Past (399)	See: 3.1.1 (d) Shadows from the Past (31)	See: 3.1.1 (d) Shadows from the Past (10)	

- Completed to a tangible outcome in 2020/2021
- 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.	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.	Culture-led collaborations celebrating cultural heritage and shared history continued across Council departments in 2020/21 including projects involving Planning, Community Spaces and Library Services areas. Projects such as Ngamumu in the Botanic Gardens during Cairns Children's Festival exposed the community to immersive First Nations early childhood practices and the Cairns Minecraft program continued to work with the assistance of the Planning, Growth and Sustainability department for competitions modelling heritage buildings across the region.	See: 3.1.1 (e) 3.1.1 (d) (Cairns Minecraft 198)	See: 3.1.1 (e) 3.1.1 (d)	See: 3.1.1 (e) 3.1.1 (d)	See: 3.1.1 (e) 3.1.1 (d) (Cairns Minecraft 5)	
		c. 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.	While the recruitment of an Education Officer has not yet been achieved, targeted education opportunities for young people to become involved in placemaking and heritage programs have continued through the Cairns Minecraft and Youth Urban Art projects, delivered in partnership with Council's Community Life branch. Projects and programs will continue to be developed towards points of entry and pathways through the Young Creatives strategy in 2021/22, and the recruitment of an Education Officer will remain a priority for Creative Life in 2021/22.	See: 2.4.3 (a)			See: 2.4.3 (a)	




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- In progress
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#	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>a. Partner with Tourism Tropical North Queensland and State tourism bodies to:</p> <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 	<p>Along with the evidence-based research and COVID-19 recovery planning Council has undertaken this year, work has continued developing a destination branding campaign to promote the city's collective arts and cultural experiences in order to drive visitation. Creative Life established a new partnership with Tourism Events Queensland (TEQ) and Tropical Tourism North Queensland (TTNQ) that focused on bringing high-profile acts to Cairns during the summer months called the Summer Sounds series. The events promoted Cairns nationally and internationally as an arts and cultural destination. Around 25% of ticket holders were visitors from outside of the region and over 6,600 attendees were recorded at headline shows by John Butler, Tones and I, Bernard Fanning and Amy Shark at CPAC and MMP. Work continues in 2021/22 to leverage the success of the Summer Sounds series in order to further develop promotional collateral and destination branding projects in collaboration with tourism bodies and local stakeholders. Plans to expand Cairns Festival into an arts and cultural destination event will continue into 2021/22.</p>		See: 1.1.1 (b) 3.1.1 (g)		See: 1.1.1 (b) 3.1.1 (g)	
		 <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>	<p>Work continues promoting the Arts and Culture Map in order to present self-guided trails and heritage assets within the region. An expansion of the map was undertaken in 2020/21 and partnerships with Cassowary Coast, Douglas Shire and Tablelands Regional Councils were established. The map now connects four local government areas broadening the reach and impact of the arts and cultural digital tool. Promotion of the map will continue in 2021/22 including new marketing collateral and the introduction of new features to showcase and promote listings, projects and heritage assets.</p>	See: 1.5.2 (b) 1.5.2 (c)		See: 1.5.2 (c)		




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#	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> 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>	The delivery of the biannual Sculpture Botanica was impacted by COVID-19 in 2020. The event commissions regional artists to produce works of natural materials for display at the Cairns Botanic Gardens and Sugarworld Gardens in Edmonton and plans are underway for the return of Sculpture Botanica in 2022. Council will continue to support the growth of this important event into the future.					
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> a. Broaden delivery of cultural and creative-led revitalization projects to integrate historic and contemporary threads.</p>	Creative Life continues to work towards the integration of public art and creative processes into development and renewal projects. The Youth Urban Art project saw three suburban locations transformed by young creatives by co-design; and The Court House interpretive project was completed incorporating an important historical narrative. The Esplanade Dining Precinct included the commissioning of public art and renewal projects across the Cairns region were also completed in the 2020/21 period. Council will continue to work across departments to broaden delivery of creative-led revitalising projects with the Mulgrave Shire Building refurbishment to begin in 2021/22.	See: 2.4.3 (a)			See: 2.4.3 (a)	
		<p> b. Strengthen linkages to the city's historic architecture, art and cultural precincts, and recreational hubs to improve functionality of public space.</p>	The Cairns Gallery Precinct is in its second stage of delivery with The Court House refurbishment now complete, funding through the Regional Recovery Partnerships program was secured for the revitalisation of the former Mulgrave Shire Building in order to connect three significant heritage buildings with the Esplanade parklands and the newly completed Esplanade Dining Precinct. Work will continue on this project to strengthen linkages to the city's heritage, art and recreational precincts with the aim of meeting corporate plan objectives in 2021/22.					




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#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
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.	 c. Develop new self-guided walking tours of the city and suburban landscapes via technology, performing arts and mixed media platforms.	Work to develop new self-guided walking tours of the city and suburban landscapes has been impacted by COVID-19 this year however plans to engage local media artists to create a digital and interactive platform will continue in the 2021/22 period. Walking tours are also being considered for development in festival and event programming in 2021/22.					
2.4.2	Develop and endorse a new five-year Public Art Plan to embrace place-making, livability and sustainability outcomes	 a. Create an integrated approach to the acquisition and commission of new works, public programs, activities, and collections management.	The Public Art and Creative Placemaking Strategy was adopted by Council in 2020. The strategy outlines three focus areas of New Works, Public Programs and Collections Management and sets out guidelines and procedures for the commissioning, implementing, management, maintenance and de-accessioning of public art.					
		 b. Create, publicise and distribute a Public Art Developer’s Handbook to cultivate strategic partnerships and encourage local developers to invest in public art.	The drafting of the Public Art Developer’s Handbook will continue in 2021/22 and once complete will act as a resource for developers considering including public art in their projects. The handbook will contain case studies of existing public art projects across the region and provide a step by step guide to commissioning, thematic considerations and installation of creative work in prospective project developments.					

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-  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>a. Initiate public art projects across suburban landscapes using smaller-scale projects that engage and involve community participation.</p>	The implementation of planned public art projects were impacted by COVID-19 during the 2020/21 period however the Youth Urban Art project saw three suburban locations transformed by young people by co-design and was delivered by Council's Community Life team with support from project officers at Creative Life. The program aimed to embed positive perceptions of young people in Cairns by transforming graffiti hotspots into vibrant art murals and provided opportunities for increased connection, participation, mentorship and creative expression.	19			5	
		 <p>b. Initiate a new and expanded annual temporary and ephemeral public art program of event-specific and site-specific programs.</p>	The Public Programs area of the Public Art and Placemaking Strategy includes a focus on new and expanded annual event-specific projects and activities. This work will recommence in the 2021/22 period after a year of COVID-19 disruptions and restrictions on events and gatherings. Plans for a site specific ephemeral public art exhibition was incorporated into the Esplanade's main events lawn program for Cairns Festival in August 2021.					
		 <p>c. Commission and procure major and iconic public art, Indigenous art, temporary art, and local, national and international works.</p>	The commissioning and procurement of major public art was initiated in the 2020/21 year and included the open tender to submit work for the redevelopment of the Esplanade Dining Precinct. Following the selection process investigation was required into ongoing cost, maintenance, life cycle and environmental impacts. One vinyl wrap work across two Ergon boxes was installed as a result of this program. Work will continue in 2021/22 to investigate opportunities for public art within the broader Gallery Precinct.				8	

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-  In progress
-  Yet to be delivered

#	Strategy	Proposed Action	Outcome	Participants	Audience	Volunteers	Employment short-term	Employment long-term
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.	 The role that renovation and redesign plays in the experiential quality of Cairns.	Proposed research focus will be investigated in the SoARTS 2021 Report. See next page for insights relevant to Priority 2.					
		 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.						

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State of the Arts in Cairns Report 2020 (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 2020. These findings reinforce areas of the strategy that require strong and focused attention.

Priority Area	SoARTS Report 2020 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: Hard Infrastructure (p12) The opening of the refurbished and reorganised Bulmba-ja Arts Centre by the Queensland State Government represents a shift from the former Centre of Contemporary Arts to a greater focus on Indigenous practices and representation in the performing arts.</p> <hr/> <p>Sector Insights: Soft Infrastructure (p14) Indigenous concerns in the arts suggest it is time to adopt self-determination and a unification that would remove duplication and competition while celebrating organisational differences.</p>
<p>Priority 2.4.1 Develop distinctive, engaging and reinvigorated urban and suburban places and places, including streetscapes, cycle ways and parks and gardens.</p>	<p>Mapping Creativity: Urban Design Considerations (p20) A sense of disconnectedness was noted in relation to key arts and cultural sites. There is potential for the creation of more linkages from the Botanical Gardens to the Cultural Precinct in the form of a Public Art trail and the promotion of walking and cycling circuits as key connections between arts and culture infrastructure.</p> <hr/> <p>Key Findings : Mapping Creativity (p7) City Masterplan renewal should address placemaking and wayfinding and consider the introduction of an arts and culture walking trail to present Cairns as a vibrant tropical location that promotes its arts, culture and heritage.</p>
<p>Priority 2.3.2 Encourage opportunities to drive visitation and promote the city's cultural experiences to the world.</p>	<p>Key Findings : Tourism (p7) International tourists visit Cairns for its natural attractions but their tight schedules limit opportunities for engagement in cultural experiences.</p> <hr/> <p>Key Findings: Tourism (p7) Domestic Tourists are repeat visitors with longer stays and are good prospects for engaging in local art and cultural experiences if well promoted across appropriate media.</p> <hr/> <p>Mapping Creativity (p19) Public Art is a popular category on the Arts and Culture Map, QR codes could be included to develop curated self-guided walking tours, connecting arts and cultural precincts, showcasing the city's investment in, and celebration of, public art.</p>

Visual Arts Exhibition Program – Tanks Arts Centre Gallery

The Tanks Arts Centre Gallery is a multi-functional exhibition and performance space catering for all art forms and sits within the broader Tanks Arts Centre and Botanic Gardens Precinct. The gallery is one of three concrete fuel tanks constructed for the Royal Australian Navy and concealed into the side of Mount Whitfield during World War II (in 1944) and later remodelled in 1994 to accommodate community arts activity. The Tanks Arts Centre Visual Arts Program is designed to stimulate a creative response to the physical, historical, cultural and environmental values from artists, communities and visitors. While the Visual Arts Exhibition Program was significantly affected due to COVID-19 restrictions, a total of 17 exhibitions were held in the Tank 4 art gallery in 2020/21.

An online survey was administered by Cairns Regional Council to those who were involved in the program as exhibiting artists (across the 17 exhibitions) and a total of nine complete responses were received. Due to the small sample size, response may not be representative of all those involved, and it should be noted that one complete response was received from someone who was not an exhibiting artist, however the survey results still offer useful feedback as a gauge of the value and outcomes of the program. All responses are anonymous.

Over half of the respondents were satisfied or very satisfied with Council’s management services of the exhibitions overall (62%) however Council’s management services were rated highly in terms of importance to the overall outcomes of the project with a mean of 4.22 on a Likert scale of 1 – 5.

In relation to the aims and objectives of the broader Visual Arts program, there was strong agreement that the activity ‘interpreted and amplified the significance of the Tanks and Botanic Gardens Precinct’ (mean = 4.11) and helped to ‘connect people and communities to the region’s diverse history and cultures through engagement and participatory experiences’.

The program was also considered to ‘increase enthusiasm to participate in future events (mean = 4.11) and most participants strongly agreed that they had ‘developed new artistic relationships, collaborations, networks and presentation skills’ (mean = 4.00). Personal enrichment was also noted with a strong level of agreement that being involved in the program provided an ‘appreciation and connection to Cairns and our cultural and creative identity’ (mean = 4.11). Participants also strongly agreed the program ‘increased cross-cultural and cross-artform exchange’ (mean = 4.11) and ‘created visible, engaging, accessible and vibrant spaces and places’ (mean = 4.22). In terms of benefits to the local arts and culture sector and community of Cairns, respondents felt that the program increased arts and cultural collaborations and partnerships and sector capacity and capability.

Tanks Visual Arts Exhibition Program

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
 Increased cross-cultural and cross-artform exchange

INSTITUTIONAL MEASURES MET

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

CASE STUDY PRIORITY 2



Fruitcake Finn at World's End Falls by Peter Ward, exhibited at Inkmasters Print Exhibition 2021 at the Tanks Arts Centre

A robust cultural economy

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 **1,449** people or groups actively participated in the program

An estimated **128,094** people were audience members (in addition to other stats captured in other outcomes)

An estimated **459** short-term employment opportunities were created for individuals or contractors

3 Long-term employment opportunities were created.

An estimated **31** volunteers supported the program.



Shaun the Sheep's Circus Show at Cairns Performing Arts Centre, Saturday 28 March 2021




YEAR THREE PRIORITY THREE





Partners and Collaborators




2 Spirits
Air Niugini (Project Sponsor)
ARC Disability Services
Arts Queensland
Atherton State High School
Atherton Performing Arts
Australia Government - Australian Council for the Arts
Bamanga Bubu Ngadimunku Aboriginal Corporation
Box Jelly Theatre
Cairns Art Society
Cairns Choral Society
Cairns Create It
Cairns Photographic Society Inc
Cairns Private Hospital
Cairns Regional Council - Libraries
Cassowary Coast Regional Council
CIAF
Circa
Club Ocellaris Resort (Project Sponsor)
Creative Partnerships Australia
Dead Puppet Society
Douglas Shire Council
Dr Paul Matthews
Dr Raya Mayo
Ergon Energy
Etheridge Shire Council
Get Skilled Access
Good Counsel College (Innisfail)
Green Space, Our Place - Volunteer Program (CRC)
Indigenous Elders
InkMasters Cairns (Exhibitor)
Innisfail East State School
Innisfail State College
Innisfail State School
Lissening Island Resort (Project Sponsor)
Malanda Theatre Company
Mamu Health Service - Cassowary Coast
Mike Ball Dive Expeditions (Project Sponsor)
Milne Bay MV Chertan (Project Sponsor)
Mitomel Printmaking
Mossman Gorge Training Centre
Mossman Health Service - Apunipima
Mossman State High School
Mossman Indigenous Elders
Mossman Youth Outreach
Mount St Bernard College (Herberton)
Naresuan University
Nautilus Scuba Club Cairns (Exhibitor)
Ngamumu
NorthSite Contemporary Arts
OMNI Builders
Opera Queensland
Peninsula Art Educators Association
Polytoxic
QMusic
Queensland AIDS Council
Queensland Council for LGBTI Health
Queensland RHD Register and Control Program (RHD)
Queensland Symphony Orchestra
RADF
RASN
Reach
RHD Australia
Screen Queensland
Screenworks
Solomon Islands Dive Expeditions (Project Sponsor)
Spirit of Freedom (Project Sponsor)
State Library of Queensland
Tablelands Music Lovers
Tablelands Regional Council
TAFE Queensland
Tawali Resort (Project Sponsor)
Tourism Events Queensland
Tourism Tropical North Queensland
TPG Architects
Tropical Arts
UMI Arts
Wallindi Plantation Resort (Project Sponsor)
Youth Justice - Queensland Government





#	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>In progress</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>While Council's programming partnership with QPAC remains strong, a number of scheduled major touring presentations of QPAC's international series were cancelled in 2020/21 including performances by the Paris Opera Ballet. While programming continues to be impacted by COVID-19, collaborations, creative exchange, mentorships and capacity building of the performing arts team and local creatives will continue in the 2021/22 year.</p>					
		<p>Completed</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>While the pandemic saw the cancellation of touring productions by major performing arts companies including Bell Shakespeare, Sydney Dance Company and Queensland Ballet, others remained possible. Opera Queensland workshops were delivered online maintaining planned engagement with the local arts community. CPAC also played a major role in Circa being able to remount, tour and regionally premiere their production Shaun the Sheep, with the company conducting local workshops as part of their ongoing partnership with Council.</p>	See: 3.1.1 (g)	See: 3.1.1 (g)		See: 3.1.1 (g)	
		<p>Completed</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>Although major events and productions were cancelled due to COVID-19 this year, including the 2020 Cairns Festival, surveys completed in this period were undertaken for the Cairns Children's Festival, Understory Film Festival and the Flame. Roadtrip workshops programs. The survey results showed a high percentage of participants and audience members agreed or strongly agreed that the event or activity had 'strengthened their appetite and expectation for the arts and cultural programs and/or products' and that their appreciation and connection to Cairns' cultural and creative identity had been enriched.</p>					



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#	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>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>The Court House gallery opened to the public in February 2021 presenting a diverse and vibrant program of exhibitions and shared arts experiences. The visual arts program included exhibitions showcasing Indigenous perspectives, ceramics and textiles including partnerships with Cairns Art Gallery, community led Aboriginal art centres, UMI Arts and the State Library of Queensland. The heritage-listed building was also activated as part of the Cairns Children's Festival and included experimental programming with recovery funds to create collaborative outdoor live music concerts.</p>	145	12,384	See 1.5.1 (d)	30	3
		 <p>e. Maintain the rich program of multi-arts experiences to delight audiences at Tanks Arts Centre, increase the use of the Tanks as a production space and arts hub, and establish local, national and international residencies that bring fresh perspectives to our region.</p>	<p>The Tanks Arts Centre exhibition and performing arts program hosted and presented around 59 performances, events, workshops, exhibitions, residencies and creative developments in 2020/21. While travel restrictions had an impact on international and domestic travel during this timeframe, five local residencies took place as part of the visual exhibitions program at the Tank 4 gallery. The performing arts program included a diverse array of community events including InkFest, Cairns African Festival and Tropical Arts' annual Shakespeare performance of Hamlet and the Climate Emergency. Tanks Arts Centre was one of the first venues in QLD to reopen during the COVID-19 affected 2020, supported by the Queensland Government's Pilot Program funding which saw local acts headlining sold out performances.</p>	617	38,383	See: 1.5.1 (d)	68	
		 <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>Since Vibrance magazine was launched in 2020 the magazine has combined the full range of Creative Life programs in one single publication. In the 2021 period 16,000 copies of Vibrance issues were printed and distributed to over 110 locations from Mossman to Gordonvale including libraries, Council venues, shopping centres, tourist attractions, pools, hotels and educational institutions. The magazine is also available online and through an app for digital devices.</p>		16,000		1	



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#	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>Programming continued to be significantly affected by COVID-19 during 2020/21 however CPAC has strong and ongoing relationships with many performing arts companies. Notable productions, workshops and capacity building opportunities that were able to proceed included Circa's Shaun the Sheep and Polytoxic's creative development which involved working with local performers and developing local content. Other companies that were able to present at CPAC were Alternative Facts and Opera Queensland, who delivered online workshops to the Cairns community choir. Local creatives also ran a multi-arts residency offering free classes to the community. There were over 60 individual performances, events and activities presented at CPAC over the year to a total audience of over 52,000.</p>	90	52,008		90	
		 <p>h. Encourage national and international collaborations that will benefit from our technical, production and marketing expertise.</p>	<p>Cairns' world class facilities have continued to attract national acts across the year, however international programming was severely impacted by COVID-19 travel restrictions. The technical, production and marketing expertise is a drawcard within our venues and across our events. Big name acts performed as part of the Summer Sounds series at CPAC and MMP and other productions were delivered by companies such as Queensland Symphony Orchestra and the Melbourne International Comedy Festival.</p>		See: 1.1.1 (b) 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)		See: 1.1.1 (b) 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	
		 <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>COVID-19 restrictions had a significant impact on programming and the implementation of new initiatives at MMP, however Council and community organisations showcased local artists by delivering a Christmas event produced by Cairns Choral Society; Music in the Park as part of CIAF; and Ecofiesta which was attended by over 5000 people throughout the day. Increased community use of MMP through venue hire is also being investigated in the 2021/22 financial year.</p>	460	See: 1.1.1 (b)	See: 1.1.1 (b)	229	

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#	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>a. Aboriginal and Torres Strait Islander Associate Producer to guide and inform Indigenous programming throughout the five-year strategy for culture and the arts.</p>	An Indigenous Project Officer was engaged in 2019 to deliver a program co-funded by RASN. The Flame.Arts Road Trip capacity building program, although COVID impacted, ran over 18 months and involved over 220 participants from across Cairns and surrounding regions. The successful delivery of this program has resulted in ongoing employment and the Indigenous Project Officer continues to support and guide the delivery of the Flame.Arts program in alignment with the Young Creatives Strategy implementation plan, whilst encouraging increased engagement with the region's First Nations creative community.	See: 2.3.1 (b) 3.1.1 (e) 3.1.1 (g)	See: 2.3.1 (b) 3.1.1 (e) 3.1.1 (g)	See: 1.5.1 (d)	See: 2.3.1 (b) 3.1.1 (e) 3.1.1 (g)	
		 <p>b. Support and leverage the Queensland Government's commitment to create an Indigenous arts incubator for start-up Indigenous performance companies in Cairns.</p>	The Queensland Government's creative vision for an Indigenous arts incubator in Cairns recently saw the former Centre of Contemporary Arts redeveloped into the new Bulmba-ja Arts Centre. The shared facility houses several Far North Queensland performance and arts companies that showcase Indigenous perspectives and stories including JUTE Theatre Company, Minjil, Miriki Performing Arts, NorthSite Contemporary Arts and The Pryce Centre for Culture and Arts. Creative Life works closely with the tenants of Bulmba-ja and will continue to explore further opportunities to leverage Arts Queensland's commitment to support Aboriginal and Torres Strait Islander expression in Far North Queensland.					




-  Completed to a tangible outcome in 2020/2021
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-  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>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.</p>	The opening of The Court House gallery has allowed Creative Life to develop new partnership models in relation to the growth and sustainability of Aboriginal and Torres Strait Islander creative industries. The Court House gallery presented From the Ground Up by Yarrabah Arts Centre and worked in partnership with Cairns Art Gallery to present hand-printed Indigenous textiles from remote communities across northern Australia. Creative Life also worked with UMI Arts to present the Lore to Law exhibition at The Court House and presented on panels at the Big Talk One Fire symposium at Bulmba-ja. Understory Film Festival plans to include programming with a focus on Indigenous content as part of the Flame. Arts Access initiative funded by the Cairns RADF program in 2021/22.	See: 1.1.1 (b) 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.1.1 (b) 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	See: 1.5.1 (d)	See: 1.1.1 (b) 3.1.1 (d) 3.1.1 (e) 3.1.1 (g)	
		 <p>d. Fortify our existing and long-term partnership with Cairns Indigenous Art Fair (CIAF) by expanding and formalizing Council’s role in producing and hosting satellite events.</p>	Council’s long-term partnership continues to strengthen with the delivery of the satellite exhibition Undercurrents and CIAF’s virtual exhibition in 2020 in the Tank 4 gallery. Creative Life production, staffing, sponsorship and venue support also extended to the Music in the Park event which took place at MMP. With the introduction of The Court House and the Mulgrave Shire Building soon to be refurbished for use as a gallery, further support for presentations in these additional spaces will be considered in the future.	See: 3.1.1 (e)	See: 1.1.1 (b) 3.1.1 (e)	See: 1.5.1 (d)	See: 3.1.1 (e)	




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#	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>In progress</p> <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. 	<p>Building on corporate priorities to become the Arts and Cultural Capital of Northern Australia, and using evidence-based research such as the SoARTS 2019 and 2020 Reports; Council's economic recovery planning; and national research project and Creative Hotspot Analysis published by the Queensland University of Technology (QUT), Council has prioritised advocating the importance and value of the region's creative and cultural industries. The development of the broader Gallery Precinct will play a large part in the development of cultural tourism in Cairns and Council's support for signature events is another significant factor in growing the local economy through creative and cultural industries. While the presentation of local creative product at major international conferences and events was impacted by travel restrictions during this timeframe, Creative Life will resume exploring showcase opportunities in 2021/22.</p>					
		<p>Completed to a tangible outcome in 2020/2021</p> <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>The first City of the Arts Hero Project grant was awarded in 2020 as part of the Cairns RADF program. The annual grant funding is designed to support one high calibre, highly visible, large scale new work that demonstrates significant support from other funding sources. The inaugural City of the Arts Hero Project funding supported the sold out season of La Bella Figura - a musical theatre production presented by JUTE Theatre Company at Bulmba-ja Arts Centre. The second \$25,000 City of the Arts Hero Project grant was awarded to Cairns Tropical Writers Festival in April 2021 which was postponed for delivery until 2022 due to ongoing lockdowns in southern states.</p>					



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#	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>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>	The Cairns Festival was impacted by COVID-19 travel and venue capacity restrictions and was cancelled in 2020. It should be noted that the cancellation of this event has resulted in a significant reduction in the overall number of participants, audience and short-term employment outcomes for the 2020/21 reporting period. Planning was already underway for major collaborative works and capacity building initiatives when the cancellation was announced. The Creative Life programming team continues to adapt to challenges, overcome disruptions and grow the festival into the future.					
		 <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>	The Cairns Children's Festival included an expanded, diverse and innovative multi-arts program across two days and three separate arts precincts in May 2021. Professional touring companies and local creatives presented at CPAC, The Court House and Tanks Arts Centre. Children had the opportunity to immerse themselves in a participatory program that was made up of spaces to create and play, and families chose from productions including Erth's Dinosaur Zoo, Chores and Regurgitator's Pogogo Show. The events were attended by over 9300 people with significant numbers of participation and short-term employment recorded.	79	9319	29	21	
		 <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>	Understory Film Festival went ahead in 2020 despite disruptions caused by COVID-19. The physical event was held over one day across two venues and included a filmmaker's talk in the CPAC Studio and the festival screening and awards presentation at MMP. While the event program was reduced to one day, a digital workshop series Basic Screenwriting for Anyone was delivered online in the lead up to the festival and supported by RADF Council initiatives funds. The Flame.Screen Road Trip (co-funded by RASN) also supported 17 attendees from surrounding local government areas to participate in Understory Film Festival in 2020, creating a valuable networking opportunity.	50	See: 1.1 (b) 3.1 (g)	2	20	



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#	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.	 a. Leverage the partnerships and collaborations formed during the Commonwealth Games Festival 2018 to pilot a signature biennial Arts Festival for Cairns.	Council's Creative Life programming team continue to leverage and grow relationships formed during the Commonwealth Games Festival in 2018. Working closely with partners across different sectors, the 2020 Cairns Festival planning was well underway when COVID-19 restrictions resulted in the cancellation of the event. Many projects and collaborations continued to develop for presentation at the 2021 Cairns Festival, as the vision for a signature Arts and Cultural Festival remains a priority for Creative Life in 2021/22.					
		 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.	The development of an international cultural and artistic exchange program through RADF has not been achieved due to impacts of COVID-19. Investigation around the possibilities for such a program will continue when restrictions on international travel ease.					
		 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.	Many community driven festivals were cancelled or postponed during the 2020/21 year due to COVID-19 restrictions on gatherings. Council's regular Moving Picture Nights that partner with charities, schools, fundraising and community organisations were among the events unable to be delivered in this period. Moving Picture Nights will recommence in 2021/22 and feature emerging musicians and locally produced short films before the feature movie. The inaugural Pi Day, Cairns African Festival and InkFest were among the community events that did take place with Council support in 2020/21.	See: 3.1.1 (e)	See: 3.1.1 (e)			

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#	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>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.</p>	<p>Collaborations with Screen Queensland and Screen Australia continued in the 2020/21 year. Monthly meetings held at Tanks Arts Centre involving one-on-one interactions with local filmmakers were held in order to achieve professional development and advance planned projects with expert advice from Screen Queensland employees. Eight local Aboriginal and Torres Strait Islander participants were invited to a free training and information night delivered by Screenworks and supported by Screen Queensland and Flame. Screen Road Trip (RASN) which was held on the evening before Understory Film Festival. Understory also participated in Screensland, a statewide virtual film festival initiated by the Gold Coast Film Festival and held during the COVID-19 lockdown of July 2020, validating the significance of Understory as a screen industry development event.</p>	8				
		 <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>	<p>Partnerships with Arts Queensland in the 2020/21 period included the RADF Roadshow grant information sessions at Cairns Libraries, the Flame. Arts Road Trip professional development and networking program (co-funded by RASN), Critical Thinkers forums which included the inaugural SoARTS Report launch. A stakeholder workshop was held as part of this launch and a keynote speech was delivered by QUT Professor Sandra Gattenhoff on evolving evaluation models and measuring the impact of culture and the arts. Council representatives also delivered a presentation on Council's arts and cultural grants programs as part of an Arts Queensland arts sector information session at Bulmba-ja.</p>					

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#	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>c. Education Officer to develop effective links between creative industry and the education sector that establish career pathways for future generations.</p>	While the creation of a dedicated Education Officer position has not yet been achieved, the Young Creatives Strategy Project Officer has developed a suite of projects, programs and resources with the aim of linking creative practitioners with industry opportunities and the education sector. Work continues on the publication of an annual program and calendar of Council driven capacity building projects to be delivered to the education sector and service providers in the 2021/22 year.					
		 <p>d. 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>	The ongoing promotion of the Cairns Arts and Culture Map has seen the digital platform extended to include three neighboring Councils. The expansion of the map to the Cassowary Coast, Douglas Shire and Tablelands Regional Council areas will allow greater reach for map listings and create alignment with multiple tourism strategies encouraging cross-visitation throughout the region. Plans to reinvigorate the map with a redesign of the colour scheme, added map functionality and community workshops for new contributors will continue alongside a promotional campaign to launch the expansion and new features in the 2021/22 financial year.					

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#	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.	<ul style="list-style-type: none"> The degree of promotion and exportation of Cairns culture and creativity outside of the region. 	See next page for insights relevant to Priority 3.					
		<ul style="list-style-type: none"> The growth (or decline) in supply and demand for cultural and creative product and audience expectations. 						
		<ul style="list-style-type: none"> Visitor and tourist experience - expectations, engagement and perception of our arts and culture. 						
		<ul style="list-style-type: none"> The sustainability of the arts and cultural sector in the broader Cairns economy, and methods to increase efficiency in value chains. 						

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State of the Arts in Cairns Report 2020 (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 2020. 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 2020 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: Hard Infrastructure (p12) Stakeholders acknowledge the level of investment by Council in the development of arts venues, including the commitment to a Gallery Precinct, however the need for more clarity is required around an expected focus on Aboriginal and Torres Strait Islander visual culture and the establishment of an Indigenous keeping place.</p> <hr/> <p>Sector Insights: Soft Infrastructure (p14) Indigenous production in the form of fashion, film making, music and visual arts is associated with some of the success stories from the region.</p>
<p>Priority 3.5.1 Stimulate and support the growth and viability of the region’s cultural and creative industries through targeted and strategic investment</p>	<p>Mapping Creativity: Regional Arts Australia Recovery Boost Funding (p16) Research has shown that the creative industries are vital to healthy communities and economies and culture activities are an important component in the recovery and renewal process. The Cairns region has been successful in attracting state and federal cultural and infrastructural grant funding according to Regional Arts Australia’s Recovery Boost funding.</p> <hr/> <p>Key Findings: COVID-19 Impacts (p6, p8) With the arrival of COVID-19, Cairns was documented as one of the most adversely affected regions in Australia. Arts, Culture and creative industry enterprises responded differently to COVID-19, with some pivoting well to online delivery of services, and some growing membership and developing new cash reserves.</p> <hr/> <p>Key Findings: Hard Infrastructure (p6) The development of film production infrastructure is an important developing discussion for the city.</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>Mapping Creativity: The Cairns Arts and Culture Map (p19) Stakeholders across the arts, culture and creative industries suggest the Cairns Arts and Culture Map is underutilised resource and is therefore important to refresh the map to attract more interest and to bring users back more regularly.</p> <hr/> <p>Case Studies: Soft Infrastructure: Cairns Indigenous Art Fair (CIAF): Narrative of Growth (p31) A high percentage of stakeholders agreed that the Cairns Indigenous Art Fair is important for the local area and positively contributes to the reputation of Cairns. Despite COVID-19 impacts continuous innovation meant that CIAF 2020 was mainly delivered virtually allowing content to be viewed further afield and for a longer duration.</p>

Cairns Children’s Festival 2021

The Cairns Children’s Festival is an annual celebration for children ages 12 years and under. The festival aims to put the region’s youngest creatives in the spotlight whilst also creating a safe and fun environment to explore, create and imagine. Events and activities were held across multiple locations including CPAC, Tanks Arts Centre and The Court House. Every year the programming includes a mixture of local and national artists and there is also a focus on working with local artists to develop new shows, activities and installations for each festival.

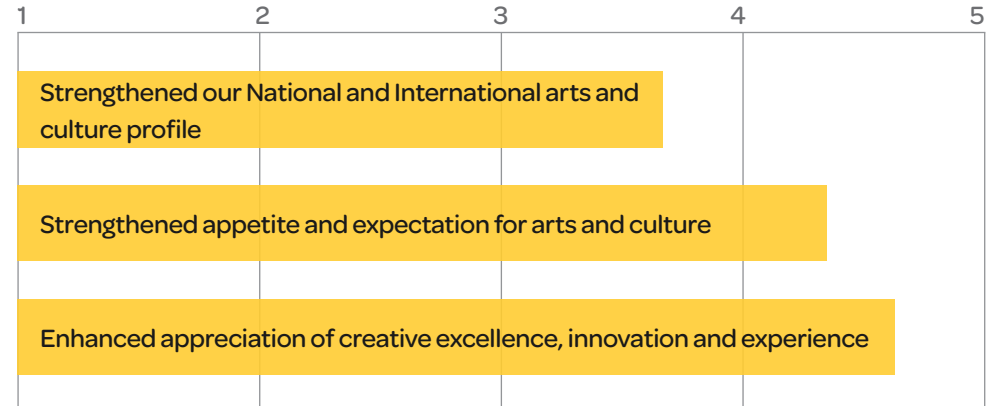
Over 9300 people were estimated to have attended the event over the two-day program held across three venues in May 2021, with 47 audience members completing the online survey that followed. 83% of respondents were locals and 17% were visitors to the Cairns area. Due to the small sample size, response may not be representative of all attendees, however it still offers useful information and feedback on the delivery of the festival.

A series of questions were asked on certain aspects of the venues to understand levels of satisfaction. Both the Tanks Arts Centre and The Court House rated highest for affordability and customer service and CPAC scored highest in the areas of sound and lighting and customer service. Respondents were asked for suggestions for improvement and useful feedback was received. Car parking was considered an area for improvement across all three venues and suggestions to ticket all Tanks Arts Centre events, even if they are free to attend, should be considered in order for people to plan ahead and avoid missing shows, particularly if the venue’s capacity is limited due to COVID-19. Other suggestions were noted in regards to communications for the festival including introducing reminders via SMS or email for upcoming activities and consolidating festival event information on one social media site (rather than across three different venue pages). However overall levels of satisfaction in regards to the availability of information was higher than the previous year indicating improvements to communication channels have been successful.

When asked a series of questions in alignment with the strategic aims and objectives on a Likert scale of 1-5, respondents agreed or strongly agreed that that the festival’s events ‘strengthened their appetite and expectation for the arts and cultural programs’ (mean = 4.34) and ‘created visible, engaging and vibrant spaces and places’ (mean = 4.30). The percentage of people indicating that the festival inspired them to attend more events was high at 97.9% and an open ended question on overall standouts of their experience resulted in positive comments around customer service and the quality of the festival program while most negative comments focused on the length of lines for some events, missing out on certain shows that were in demand as well as a lack of parking. An average spend by respondents was recorded between \$29 - \$72 across five categories including tickets, food and drinks, transport and parking, accommodation and other.

Cairns Children’s Festival

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



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 profile as a city of the arts, growth in audience numbers, and employment opportunities for local artists and the cultural industry sector.

INSTITUTIONAL MEASURES MET

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

CASE STUDY PRIORITY 3



The Boat Shed by Sorami Ochi, with Hayley Gillespie as part of the 2021 Cairns Children's Festival.



Understory Film Festival at Munro Martin Parklands, 7 November 2020

