



Sunshine Coast Council
Regional Arts Infrastructure Framework
Summary Report

Edition October 2019

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Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document. This project was delivered by consultants CDM-Smith in collaboration with Positive Solutions.



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Acknowledgement of Country

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.

Cover image: Horizon Festival 2018, *Runaway Art* at The Imperial Hotel, Eumundi. ben vos productions.





Arts Infrastructure Definitions

Term	Definition
Arts and Cultural Precinct	A regionally-significant civic precinct for arts and culture comprising multiple facilities and elements across art forms which provide a range of arts and cultural experiences in the same vicinity. Can be a public/private enterprise in conjunction with commercial development.
Arts Hub	A venue which serves multiple dedicated arts and cultural purposes through the co-location of multiple dedicated facility elements. For example, a District Arts Hub might include arts practice space, co-working space, rehearsal space and education and training space. They will also often contain collaborative social/meeting facilities such as a café, meeting rooms etc.
Arts infrastructure	Built infrastructure (indoor and outdoor) which provides the opportunity to learn, practice, connect, collaborate, work, perform and showcase arts and cultural disciplines, including: literature; music (all forms); theatre, musical theatre, opera; dance (all forms); other performing arts such as circus, comedy, puppetry; visual arts and crafts; screen – film, television, online; arts education and training; community arts and cultural development; and emerging and experimental arts.
Arts practice and selling space	A space where artists can be seen to produce and sell their art in the same place.
Arts practice facilities	Arts practice facilities can be described as a range of different types of places and situations where artistic works are created.
Arts practice spaces	Spaces where creative individuals or groups can work, such as art studios (wet or dry) and recording studios.
Collection store	A facility with the purpose of housing and conserving art and heritage collections and objects.
Community and Creative Hub	The vibrant heart of Destination Centre and Caloundra, providing community, cultural, civic and educational activities which attract locals and visitors to the region. Incorporates key arts and cultural infrastructure.
Connection and collaboration facilities	Connection and collaboration facilities are considered those that provide a physical location for arts and cultural stakeholders to meet and interact. This could commonly be in an 'arts hub'. It will commonly contain social/meeting facilities such as a social lounge, arts café or shared meeting space co-located with other arts function elements such as co-working, rehearsal or arts practice spaces.
Co-working spaces	Spaces that can be hired by creative industries professionals to connect and collaborate with other arts and cultural stakeholders while undertaking their arts work.
Digital arts studio/lab	An arts outcome high-tech digital studio space or lab providing facilities for visual, audio and/or multi-media (eg virtual reality) technology in the arts.
Education and training facilities	Education and training facilities are considered those where formal (but not necessarily accredited) arts and cultural tuition take place. This could be a dedicated training room with dedicated hard and soft infrastructure to facilitate teaching or it may be a suitable workshop space that can be used to deliver classes.

Term	Definition
Entertainment centre	Generally a large flat floor facility that comprises part of an exhibition or convention centre that can occasionally be used for music or performance.
Exhibition facilities / art gallery	Exhibition facilities can be described as those where artists display their work, generally considered to be visual arts in nature. They can range from professionally curated facilities to local level displays prepared by the community. This definition is distinct from an exhibition centre.
Interpretive facility	A facility that includes both arts and heritage collections and activities, and supports the community museums, displays permanent exhibitions and provides interpretive content.
Outdoor performance space	A space suitable for performance (such as an amphitheatre) desirably linked to another performance facility by management and proximity. Can range from a large facility of up to 2000 seats to a small 350 seat facility.
Performance facilities	Performance facilities are those that are used to deliver performing arts such as theatre, music and comedy.
Performing Arts Centre	A major multi-use regional performance facility specifically dedicated to the performing arts such as dance, theatre and music.
Pop-up spaces	A pop-up space is the temporary use of disused physical space, usually for short-term retail or exhibition of work. It can include shops, laneways or other types of spaces.
Rehearsal facilities	Rehearsal facilities can be described as places where preparation for performance activities are undertaken. These can vary from a local community venue to a factory or warehouse, or a dance studio or music room.
Rehearsal space	A space which can be accessed either regularly or for a block period of time to rehearse dance, performance or music.
Residencies	An artist residency is a program where an artist applies and competes for a space to live and/ or work for a fixed period of time.
Selling facilities	Selling facilities are those places where artist's creations, such as paintings, ceramics and jewellery, can be purchased.
Soft Infrastructure	The services and activities which support the built infrastructure network such as management, digital technologies and programming.
Working facilities	Art and cultural working facilities are the office or other workspaces used by arts and cultural professionals to participate in creative industries.

Key Abbreviations

Term	Abbreviation
Environment and Liveability Strategy	ELS
Local Government Area	LGA
Sunshine Coast Council	SCC

Image: *Black Box Theatre, Sunshine Troupe Inc Rehearsal | The Old Ambulance Station, Nambour | Krista Eppelstun.*





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Image: Horizon Festival 2017 | Chamber Music Gala, Louise King | Flame Hill, ben vos productions



Section 1: Introduction

The purpose of the project was to identify a viable, integrated and highly functional network of built infrastructure to respond to the arts and cultural needs of the Sunshine Coast (local government area) community as it grows into a major region of 500,000 people.

The objectives of the project were to:

- Identify a viable and integrated network of infrastructure, including role, function, space requirements, preferred locations, co-location opportunities, priorities and required timeframes, to raise the arts and cultural profile of the Sunshine Coast and attract international, national and regional artists and audiences.
- Ensure the network supports the development of the current and future arts and cultural sector, including

spaces to learn, practice, connect, collaborate, work, perform and showcase.

- Ensure the network is reflective of the Sunshine Coast landscape, character and cultural heritage, including First Nations requirements.

The study considered infrastructure needs to support arts **activities** that include learning, practice, connection, collaboration, work, performance, and showcase.

Arts **disciplines** which are included in the scope of the study include: literature; music (all forms); theatre, musical theatre, opera; dance (all forms); other performing arts such as circus, comedy, puppetry; visual arts and crafts; screen – film, television, online; arts education and training; community arts and cultural development; and emerging and experimental arts.

The project was delivered in four stages;

1. Inception and Background Research	2. Facility Audit and Inventory	3. Stakeholder Engagement	4. Report Development
<ul style="list-style-type: none"> • Literature review • Demographic analysis • Participation analysis • Council staff workshop 	<ul style="list-style-type: none"> • Infrastructure Review • Destination audit • Mapping • Benchmarking 	<ul style="list-style-type: none"> • SCAAB workshop • Key Stakeholder Workshops • First Nations Workshop • Stakeholder Interviews • Consultation Report 	<ul style="list-style-type: none"> • Needs Analysis • Strategies • Preliminary Draft Report • Final Draft Report • Final Report

Figure 1: Summary of Project Methodology





Section 2: Planning Context

2.1 Existing Policy and Strategic Direction

Council has three key documents which provide the highest level of strategic direction on all Council activities. The RAIF will need to align with these.

These documents are:

- Environment and Liveability Strategy
- Sunshine Coast Social Strategy (to be replaced with the Draft Sunshine Coast Community Strategy)
- Regional Economic Development Strategy
- A summary of these and other relevant literature is contained within the RAIF Full Report. Key points to summarise Council's overarching approach to planning for the future and what this means for the RAIF include:
 - The region is planning for a population of around 500,000 over a 20-year horizon.
 - Principles for the provision of social infrastructure, including arts and cultural infrastructure, have already been defined and should guide the RAIF.
 - A network of social infrastructure, including arts and cultural infrastructure, has already been defined at a high level, including a hierarchy. The Caloundra Centre Master Plan and activation project has

progressed some of the detail as it relates to the Caloundra Regional Gallery and the development of a Caloundra Community and Creative Hub. The RAIF will need to build on this blueprint to provide further detail to inform the delivery of this infrastructure, including the function, size and preferred locations for individual facilities.

- A vision and supporting goals for arts and culture in the region have already been identified through the Sunshine Coast Arts Plan 2018-38 (Arts Plan). This strategic framework will need to underpin the RAIF and proposed infrastructure network.

Through the Arts Plan, Council has communicated a commitment to advancing the arts sector, including growing audiences and arts participation, and supporting the development of artists. Access to infrastructure is identified as a critical tool to do this. The Arts Plan specifically identifies the following goal: *'3. a dedicated network of places and spaces for artists to connect, create and collaborate'*.

The Sunshine Coast Arts Plan was developed after extensive stakeholder engagement. The report from this five-month process in 2017/18, identified a range of infrastructure challenges and ideas around function-specific spaces; arts hubs/ multi-disciplinary spaces; increased use of underutilised spaces; and Council owned, run, and managed spaces.

2.2 Planning Areas

The planning areas which provide the foundation for the RAIF align with SCC's Environment and Liveability Strategy (ELS), as described below and shown in Figure 2.

District Catchment	Localities of Interest	Activity Centres	Growth and development summary
Caloundra District and Caloundra South District (Urban A)	<ul style="list-style-type: none"> • Caloundra – Kings Beach – Moffat Beach – Shelley Beach • Currumundi – Aroona – Battery Hill – Dicky Beach • Little Mountain – Caloundra West – Meridan Plans – Bells Creek • Pelican Waters • Golden Beach 	Major: Caloundra Major: Caloundra South	Majority of population growth – Caloundra South
Kawana District (Urban B)	<ul style="list-style-type: none"> • Wurtulla – Buddina and district • Mountain Creek 	Major: Kawana	Subject to significant development including the emerging Kawana Major Activity Centre, Sunshine Coast University Hospital and Health Hub.
Maroochydore District and Sippy Downs (incl Palmview) District (Urban C)	<ul style="list-style-type: none"> • Maroochydore • Mooloolaba – Alexandra Headland • Buderim – Kuluin – Mons – Kunda Park • Sippy Downs – Palmview 	Principal: Maroochydore Major: Sippy Downs	Majority of population growth Sippy Downs Major Activity Centre, greenfield development at Palmview, and Maroochydore Principal Activity Centre.
Coolum District (Urban D)	<ul style="list-style-type: none"> • Coolum Beach – Mount Coolum – Yaroomba – Point Arkwright • Marcoola – Twin Waters – Pacific Paradise – Mudjimba • Peregian Springs 	Major: Coolum	Population growth predominantly in the north including Peregian Springs.

District Catchment	Localities of Interest	Activity Centres	Growth and development summary
Beerwah District (Rural 1)	<ul style="list-style-type: none"> • Beerwah • Glass House Mountains – Beerburrum – Coochin Creek – Bribie Island North • Landsborough – Mount Mellum • Peachester – Crohamhurst – Booroobin – Wootha • Mooloolah Valley – Diamond Valley – Balmoral Ridge – Bald Knob • Maleny – Witta – North Maleny • Reesville – Curramore and District 	Major: Beerwah	Majority of population growth to occur in Beerwah.
Nambour District (Rural 2)	<ul style="list-style-type: none"> • Nambour – Burnside and District • Woombye • Palmwoods – Chevallum – Montville – Hunchy • Ilkley – Eudlo and district • Belli Park – Coollalabin – Gheerulla – Coolabine – Kureelpa – Kiamba • Mapleton – Flaxton – Obi Obi • Bli Bli – Rosemount and District • Eumundi – Eerwah Vale – North Arm – Bridges • Doonan – Weyba Downs – Verrierdale 	Major: Nambour	Majority of population growth expected around Nambour.



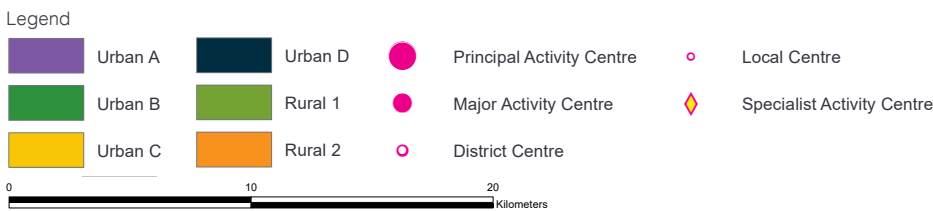
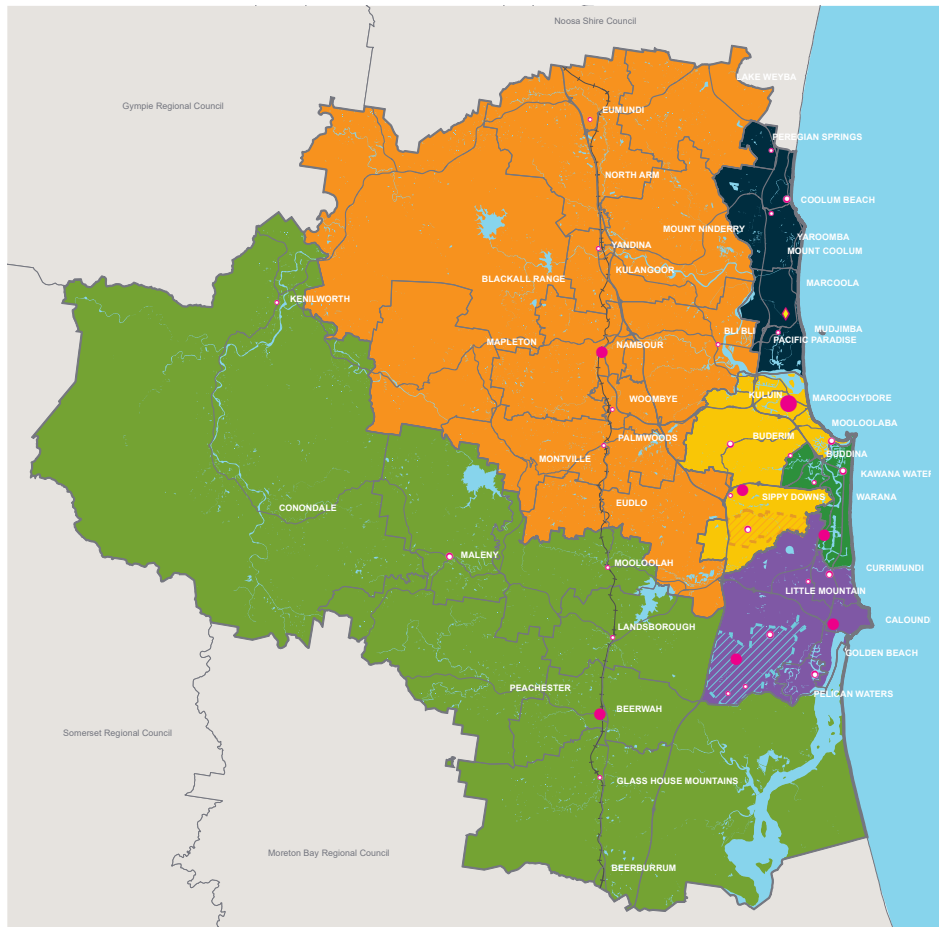


Figure 2: Map of Districts and Localities of Interests²
 Source: Figure 47: Map of districts and localities of interest, *Environment and Liveability Strategy Part C*.

2.3 Demographic Profile

The following points summarise some key findings of the demographic analysis and possible implications for arts infrastructure.

- A current population of close to 300,000 is expected to grow to around 500,000 people over the next 20+ years. The implication of this is that not only will arts infrastructure need to meet the needs of the current population, but there will be need for an increased level of facility provision to match population growth.
- The most populous District across the LGA is Maroochydore and Sippy Downs (incl Palmview) District followed by Nambour District. Those districts which will experience the most growth in number of people to 2041 include Caloundra District and Caloundra South District followed by Maroochydore District and Sippy Downs (incl Palmview) District, which will also experience the greatest rate of growth (percentage increase) along with Nambour District. Implications for arts infrastructure may include:
 - A need to ensure arts infrastructure in these areas accommodates the large growth expected.
 - In greenfield growth areas (eg Caloundra South in Caloundra District and Caloundra South District), the opportunity exists to embed arts infrastructure into the urban footprint at an early stage.
- Beerwah District and Nambour District are considered the most disadvantaged in the LGA. Implications for arts infrastructure may include:
 - A need for localised and multi-functional community-level infrastructure to reduce the need to travel and aid affordability.
- Compared to Queensland, the LGA has lower

proportion of residents aged 18-34 (tertiary education and independence and young workforce). The LGA also has higher proportions of those aged 50 and above. Implications for arts infrastructure may include:

- A need for arts infrastructure that supports the development of young artists (including education and training, developmental and experimental spaces, and collaboration and connection spaces to facilitate mentoring) to contribute to retention of young people as a part of a broader package of responses.
- Co-locating community-level arts infrastructure with other infrastructure which services older people such as community support venues, libraries and service centres.
- A mix of innovative arts infrastructure which may appeal to younger people, including a focus on digital technologies, as well as traditional arts infrastructure enjoyed by older people.
- Kawana District, Coolum District, and Nambour District have the highest representation of young people currently (2016) and Beerwah District has the highest proportion of the population aged 60-79. It is anticipated that Coolum District, Nambour District and Beerwah District will experience an ageing in their populations while Caloundra District and Caloundra South District will see an increase in the proportion of the population aged under 50. Implications for arts infrastructure may include:
 - A need to deliver flexibility in arts facility provision to match demographic changes and associated preferences over time.



Image: Horizon Festival 2018 | The Bunker Spoken Word at The Imperial Hotel, Eumundi | ben vos productions.

Section 2.4: Arts Participation and Arts Tourism

The arts play an important role in the lives of Australians with 98% of Australians engaging with the arts, with online and live arts experiences both being important. An increasing number of Australian's are experiencing First Nations art and music is the most popular form of art. Younger Australians (aged 15-24 years) create and experience the arts at the highest rates.

Sunshine Coast residents demonstrate strong participation in the arts relative to Queensland as a whole, particularly visual and performing arts and art and/or craft. However, the Sunshine Coast has lower attendance rates for art galleries, performing arts and classical music concerts, musicals and operas compared to Queensland. This may be due to the limited infrastructure and programming on offer in the region.

Furthermore, across the Sunshine Coast LGA in 2017 the arts sector was represented by around 189 listings in Council's Community Group Directory and 1097 commercial and cultural activities were identified in a Council cultural audit.

Desktop research examining the Sunshine Coast's tourism profile in concert with key international arts tourism findings suggest strong potential for the Sunshine Coast as a regional tourism destination, summarised by the following:

- Tourism Research Australia, which compiles the figures for the International Visitor Survey, estimated that 309,000 overseas travellers visited the Sunshine Coast in the 12 months ending March 2019, a small increase over the preceding year. Holiday visitors grew at an even faster rate. The surge in visitors produced record expenditure of \$277.2m, 20.5% higher than the previous year.
- The significant increase in expenditure reflected the priority of growing visitor spend, not necessarily visitor numbers, as a key strategy to prevent 'overtourism' ie to focus on a high-value, low-volume tourism model. Research shows that arts and cultural tourism are absolutely key to attracting high-value tourists.
- International tourists are increasingly seeking arts experiences, those international tourists who do seek arts experiences are more likely to visit regional areas and First Nations arts and cultural offerings particularly engage international tourists.
- The Sunshine Coast currently has no profile as a destination for cultural tourism in the international market.

These points suggest the arts, particularly with First Nations art and cultural offerings, could be a tool to continue to build international tourist interest in the Sunshine Coast region and leverage the expansion of the Sunshine Coast Airport.

³ Tourism driven by participation in arts experiences. ⁴ Sunshine Coast Arts & Culture Snapshot





Image: Venue 114, Birtinya.

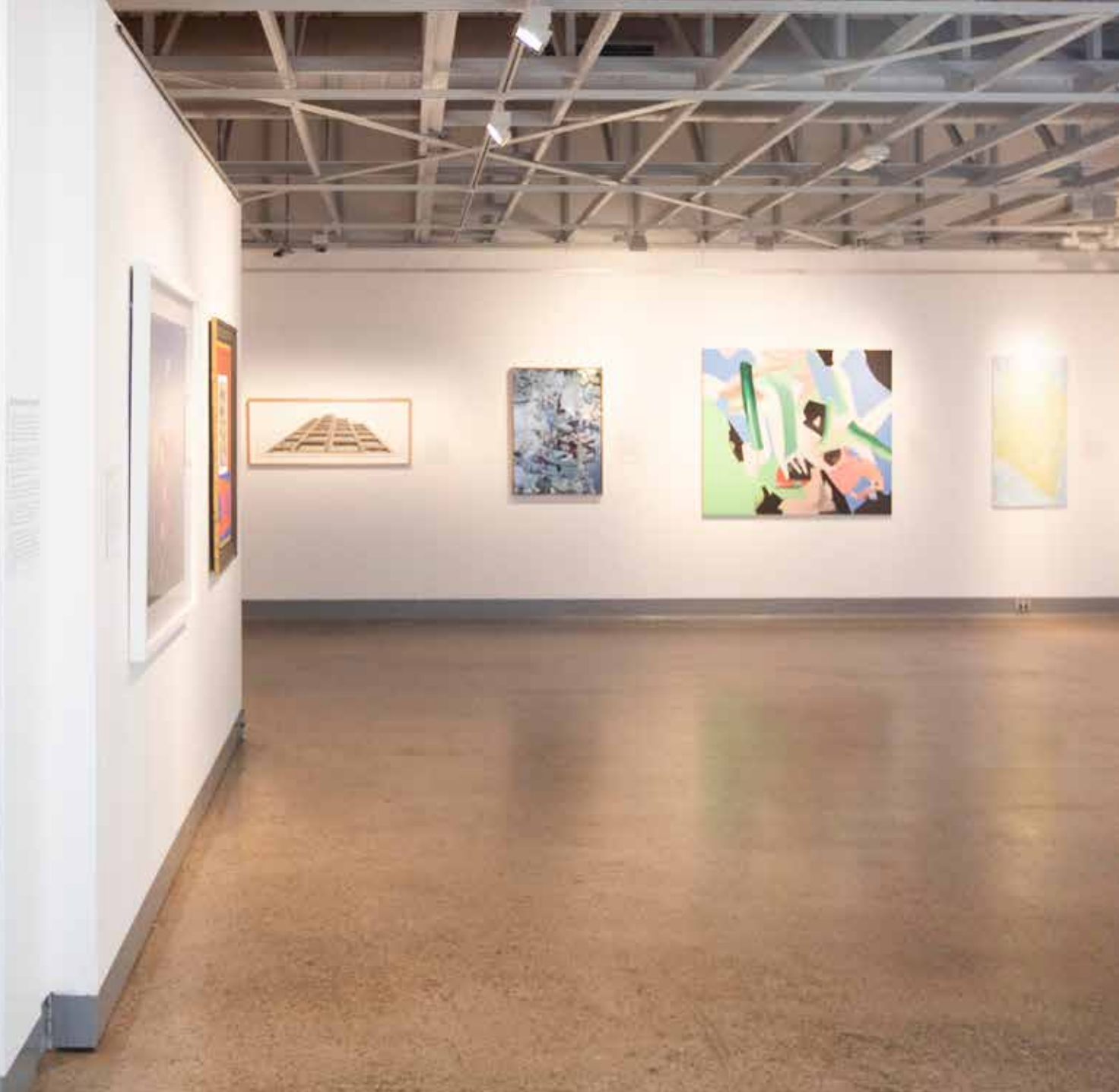
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Section 3: Stakeholder Engagement

Stakeholder engagement activities undertaken to inform the development of the RAIF included:

- Workshops with invited Council officers.
- Follow up meetings with identified Council officers.
- Meetings with five Councillors (self-nominated).
- A workshop and subsequent feedback session with the Sunshine Coast Arts Advisory Board.
- Workshops with key arts sector stakeholders, which attracted a wide range of attendees including artists, independent arts sector workers, First Nations representatives, educational institutions, industry bodies and networks, non-profit community groups, events and festivals, theatre, venues, and creative industries.
- A survey of arts facility hirers.
- Discussions and email correspondence with a range of other key stakeholders including Visit Sunshine Coast, Sunshine Coast University, Creative Arts Alliance, Screen Queensland and the live entertainment industry.

In relation to the overall arts infrastructure network, the engagement identified widespread consensus that the current level of arts and cultural infrastructure provision on the Sunshine Coast was inadequate to support existing and future needs of the arts sector, both in terms of the number and characteristics of facilities. Furthermore, it revealed a desire for the development of arts hubs described as clustered facilities which offer a mix of arts disciplines across the arts sector value chain from education and training to arts practice/rehearsing, exhibiting/performing and selling. Stakeholders also indicated that co-location of arts infrastructure with other key social infrastructure such as libraries and museums should be a feature of the infrastructure network.





Section 4: Facility Supply

A detailed facility audit was unable to be completed for this project. In place of a detailed audit, a desktop review of existing arts and cultural infrastructure was undertaken based on limited available data from Council's existing databases, existing documentation and information available via internet search. This task did not capture information on venue suitability, quality or condition.

A review of this information identified the following notable points:

- Nambour District has the largest number of Council arts and cultural facilities, private arts and cultural facilities and 'other'⁶ community facilities across the LGA.
- Apart from Maroochydore District and Sippy Downs (incl Palmview) District's supply of private arts and cultural facilities, the Urban districts (Caloundra District and Caloundra South District, Kawana District, Maroochydore District and Sippy Downs (incl Palmview) District, and Coolum District) have the lowest number of arts facilities:
 - Maroochydore and Sippy Downs (incl Palmview) District and Coolum District have the lowest number of Council arts and cultural facilities across the LGA.

- Coolum District, Kawana District, and Caloundra District and Caloundra South District have the lowest number of private arts and cultural facilities across the LGA.
- Coolum District, Kawana District and Maroochydore and Sippy Downs (incl Palmview) District have the lowest number of 'other' community facilities across the LGA.

Kawana District and Maroochydore and Sippy Downs (incl Palmview) District are the two most populous districts in the LGA and are expected to experience the highest rates of population growth over the next 20+ years (Beerwah District is also expected experience growth at the same rate as Maroochydore District and Sippy Downs (incl Palmview) District, however the absolute population will remain substantially less).

A desktop analysis of Council's primary arts and cultural facilities was undertaken to understand current dedicated arts and cultural facility supply. This analysis only includes Council-managed arts infrastructure located on Council owned (or entrusted) land, and with a key arts and cultural function.

⁶ 'other' community facilities are those which are not designated arts and cultural facilities, such as community halls.

The analysis identified the following:

- There are only four dedicated arts facilities in the LGA managed by Council – The Events Centre, Caloundra Regional Gallery, Venue 114, and the Arts and Ecology Centre Maroochy Bushland Botanic Garden.
- Maroochydore District and Sippy Downs (incl Palmview) District, Coolum District and Beerwah District do not have any Council-managed arts infrastructure, although Council owns a Civic Centre at Coolum with performance facilities but leased for a purpose other than arts outcomes.
- Caloundra District and Caloundra South District is the only district with more than one Council-managed arts venue.
- Two venues each provide for performance, exhibition, education and training, and connection and collaboration spaces and facilities. One venue each provides rehearsal, arts practice, and selling spaces. No venues provide working space.

Infrastructure function definitions are provided on pages four and five of this report.



Image: Horizon Festival 2018, Ruraway Art at The Imperial Hotel, Eumundi, ben vos productions.

4.1 Comparison with similar LGA's

Comparing the supply of arts and cultural facilities in the Sunshine Coast LGA with those provided in other LGA's is valuable in understanding the adequacy of supply provision.

4.1.1 Previous studies

Previous studies have compared rates of provision in the Sunshine Coast LGA with other similar LGA's. In summary, the findings are as follows:

- The Sunshine Coast Performance and Community Venues Service Plan 2014-2029 identified that the Sunshine Coast:
 - Had a high level of provision for Council-wide performance and community venues.
 - Was placed in the mid-range compared to other similar LGA's.
- The Caloundra Regional Gallery Brief identified that:
 - Other comparable regions have art gallery provision that is significantly higher than the Sunshine Coast, despite having smaller populations.
 - Regional-level facilities in other LGA's are significantly larger than the existing Caloundra Regional Gallery.

4.1.2 Current comparative review

A desktop review of arts and cultural infrastructure of comparable LGA's was also undertaken during this project. The following LGA's were chosen based on their population and growth profile, regional location, proximity to a capital city, hinterland/ coastal geography and well-developed tourism sector:

- Gold Coast
- Newcastle
- Geelong
- Cairns.

It should be noted that although there are many similarities between the Sunshine Coast LGA and these LGA's, they are all significantly smaller in land area compared to the Sunshine Coast LGA.

The desktop nature of this exercise limits the accuracy of the information obtained, particularly in relation to the quality and suitability of the facilities provided. However, in summary, the rate of provision of arts facilities in the Sunshine Coast region appears to be comparable with that in other similar LGA's. The primary difference between the provision was in the scale, specific-purpose or modernity of the facilities on offer.

- **Performance** – at a Council-wide level the Sunshine Coast has a mid-range rate of provision, but lower capacity for the main performance facility; at district the region has a mid-range rate of provision, but again the facilities may not be considered as contemporary as those elsewhere.
- **Gallery/ exhibition** – mid-range rate of provision but the Council-wide level facility is considered a lower scale in comparison with the other LGAs reviewed.
- **Studio/ arts practice** – mid-range rate of provision, however, comparable facilities elsewhere appear more contemporary.
- **Sound/ recording studio** – mid-range rate of provision. Two Councils didn't provide any sound studios, but Sunshine Coast had a lower rate of provision against those that did provide studios.

- **Digital media studio** – mid-range rate of provision. Three of the four regions examined didn't provide any Council-owned digital media studios, in line with Sunshine Coast Council's current provision. However Gold Coast City Council provides two community digital media studios.

4.1.3 Implications for future Facility Supply

An examination of the current supply of infrastructure supporting the arts in the Sunshine Coast LGA suggests that significant provision of arts infrastructure is required to meet the needs of population as it increases to 500,000 people. This is reflected in the ELS. The comparative review with other LGA's suggests that while the rate of provision of arts facilities in the Sunshine Coast region appears to be comparable with that in other similar LGA's, the general notable difference between the supply of arts and cultural facility types on the Sunshine Coast compared with the LGA's examined is that some facilities in similar LGAs were of larger scale, had a dedicated arts and culture purpose, and were more contemporary. These kinds of facilities are increasingly being demanded by the arts and cultural sector on the Sunshine Coast and will be anticipated by the new population of Sunshine Coast LGA.

Significant infrastructure will also be required at the district level which can be used for both community and cultural purposes. Furthermore, the large area of the Sunshine Coast LGA presents access challenges which influences a need for district and local-level facilities.





Section 5: Best Practice Review

A series of arts facilities have been examined to build an understanding of contemporary approaches to the provision of arts infrastructure. Case studies which addressed a cross-section of arts disciplines as well as the full breadth of the arts value chain were sought. The following case study examples hold the most relevance for the RAIF.

Description	Applicability to the RAIF
<p>Gab Titui Thursday Island</p> <p>Gab Titui is a cultural centre operated by the Torres Strait Regional Authority (TSA) and guided by a Board of Indigenous members who represent 20 communities in the Torres Strait and Northern Peninsular Area of Queensland. The venue contains two galleries, a gallery shop, an outdoor stage area and meeting room.</p>	<p>A venue typology which would be compatible with First Nations stakeholder's desire to showcase and sell their work. This was a key need identified by the broad arts sector including Indigenous and non-Indigenous stakeholders.</p>
<p>Gasworks Arts Park Melbourne</p> <p>Situated in Albert Park and managed by a Board of Management funded by the City of Port Phillip, this venue offers a range of high-quality arts programs, workshops and activities. In particular, the facility supports a 'Resident Artist Program' with 16 studio artists currently in residence. The facility incorporates two theatres; two galleries; rehearsal and class space and a wet and dry art studio.</p>	<p>Offers a cross-disciplinary approach to arts infrastructure that also services for multiple elements of the arts value chain. The represents a facility typology described frequently by Sunshine Coast LGA stakeholders as being valuable for development of the arts sector.</p>
<p>Helensvale Library and Cultural Centre Gold Coast</p> <p>Managed and operated by the City of Gold Coast, the centre offers a range of flexible spaces, regular classes and workshops. The venue includes a main auditorium and two additional halls, two meeting rooms, and a digital media lab.</p>	<p>A community venue that provides a convergence of creative and learning activity demonstrative of the 'hub' facility model described by numerous stakeholders, and compatible with Sunshine Coast Council's social infrastructure network approach.</p>

Description	Applicability to the RAIF
<p>Jam Factory Adelaide, Barossa Valley</p> <p>Located in Adelaide’s West End Creative Precinct and a secondary site is located at Seppeltsfield in the Barossa, the facility operates as a non-for-profit organisation and receives funding from the South Australian Government through the Department of Industry and Skills. The Adelaide facility includes four studios (ceramic, jewellery and metal, furniture and design, and glass), two main gallery spaces, a retail Shop, 11 independent studio spaces available for hire. The Seppeltsfield site features working studios providing the opportunity for people to view artists producing their own work on ‘display’.</p>	<p>The Jam Factory in Adelaide is a multidisciplinary arts creation, exhibition and sales venue offering a ‘creative clubhouse’ for artist studio space which presents the opportunity for ‘creative collisions.’ This type of facility is similar to that envisioned by Sunshine Coast LGA stakeholders to support artist development while also showcasing Sunshine Coast art and artists to visitors and audiences. The experiential and engaging (with the audience) model is particularly suited to not only sector development but also audience development. It was also referenced as a model for a Hinterland art and cultural facility.</p>
<p>Level Up Gold Coast Gold Coast</p> <p>Delivered by the City of Gold Coast, this facility offers young local artists with a professional venue to produce and exhibit their work. The facility includes Level up residency, a three month residency providing shared studio space, access to professional development workshops and industry experience; and Level Up Gallery, a contemporary art space which showcases the works of young and emerging local artists.</p>	<p>The focus on young people, offering artist residences, workshops and a gallery, is a ‘youth incubator’ model which could respond to concerns about a ‘talent drain’ of young artists on the Sunshine Coast.</p>





Image: Courtesy of the Jam Factory, Adelaide.

Description

Tweed Regional Gallery and Margaret Olley Centre | Murwillumbah

The Tweed Regional Gallery and Margaret Olley Centre is widely cited as an excellent example for contemporary regional exhibition venues. The Gallery draws on the natural environment with panoramic views over the Tweed River and rural Northern New South Wales. The Margaret Olley Centre accompanying the Gallery honours great Australian artist Margaret Olley and includes exhibitions, an interactive multi-media drawing activity, research library and education workshop as well as an Artist in Residence Studio, as well as a permanent recreation of Margaret Olley's famous home studio. The venue has an overall gross floor area of 2,095m², six exhibition spaces totalling 725m², workshop and education area, research library, gallery Café, and storage.

Applicability to the RAIF

The Tweed Regional Gallery and Margaret Olley Centre has been regularly referenced in stakeholder's visions for a Hinterland arts and cultural venue. The way in which this venue has taken advantage of the natural environment surrounding the facility aligns well with the opportunity on offer for a Hinterland venue with outstanding vistas. It was noted that the success of this facility was also based on the Margaret Olley Collection ie a famous and influential artist with a valuable body of work, and a strong relationship to the Tweed area.

UMI Arts | Cairns

UMI Arts is a key arts and cultural organisation for Far North Queensland. It is a not-for-profit company managed by an all Indigenous Board of Directors. The organisation offers a gallery shopfront and also operates as the Cairns Indigenous Arts Centre to offer development services to areas including the Torres Strait Islands, Cardwell, Camooweal, whilst also encompassing the Gulf and Mt Isa regions. UMI Arts offer includes an arts studio, gallery space and a mobile training unit (trailer) to deliver satellite workshops.

This organisation could have alignment with the requirements of First Nations groups in the Sunshine Coast region to develop their artists and showcase the region's indigenous cultural stories.



Image: Horizon Festival 2018 | Regurgitator, Solbar | ben vos productions.



Section 6: Needs Assessment

A needs assessment based on review of background information, stakeholder engagement and consideration of the existing network of facilities was undertaken. The key findings of this assessment are summarised in this section and have been used to inform the development of a future direction for the RAIF.

The study has found the following in relation to the location of future arts infrastructure:

- New infrastructure will need to be focussed on Caloundra District and Caloundra South District, and Maroochydore District and Sippy Downs (incl Palmview) District to respond to current and projected population growth. Kawana District and Coolum District will also be important due to a lack of existing arts and cultural infrastructure. Beerwah District may also be important as it experiences substantial population growth.
- The Enterprise Corridor, within which most of the residential and commercial growth will occur and where the primary public transport corridor exists, will need to be a key location for future arts infrastructure.
- The significant and unique attributes of the natural environment offer locational opportunities, including for high-value arts and cultural tourism.

The study has identified the following key needs by arts function:

- **Education and training** – Increased public arts facilities that include education and training functions, education and training elements. These facilities will need to be included in arts hubs where other arts activities are taking place to connect emerging artists with established artists. Key locations for arts education and training infrastructure include Sippy Downs, Maroochydore, Nambour and the enterprise corridor.
- **Rehearsal** – Dance rehearsal venues with sprung floors and public music rehearsal space. Key locations for rehearsal infrastructure include the enterprise corridor (between Caloundra and Maroochydore) for sprung floors and Nambour, Maroochydore District and Sippy Downs (incl Palmview) District, Caloundra District and Caloundra South District, Kawana District, and Coolum District, for music rehearsal.
- **Arts practice** – Publicly hireable wet and dry studio spaces, including for noisy/messy work, digital activities; and artist residencies. Key locations for arts practice spaces include Buderim, Caloundra, Maleny, Maroochydore and in Maroochydore District and Sippy Downs (incl Palmview) District and Coolum districts.

- **Performance** – Larger scale Council-wide performance venue, and local-district level flexible performance spaces. Key locations for performance infrastructure include Maroochydore, the Hinterland, Caloundra South, Maroochydore District and Sippy Downs (incl Palmview) District, and Coolum.
- **Exhibition** – An expanded Council-wide art gallery, a distinctive Hinterland arts and cultural venue with exhibition element which takes advantage of outstanding natural vistas, additional public exhibition spaces provided in precincts/hubs co-located with complementary facilities, and exhibition spaces targeting tourists. Key locations for exhibition facilities include Caloundra, The Hinterland, Mooloolaba/Alexandra Headlands, Maroochydore, Coolum, and Caloundra District and Caloundra South District, Kawana District, and Coolum District.
- **Connection and collaboration** – Creation of hubs which bring arts stakeholders from varying disciplines and different places on the value chain together in shared locations, and hubs which facilitate interaction and experimentation through infrastructure design. Opportunities should be sought wherever arts hubs are located.
- **Working** – Development of desk-based spaces provided in hub settings. Key locations for working infrastructure include Caloundra, Nambour, and Maroochydore and other district hubs.
- **Selling** – The co-location of selling facilities with other arts and community infrastructure, selling facilities that access the tourism market in key

locations. Key locations for selling infrastructure include Maroochydore, Mooloolaba, Caloundra, the Hinterland and possibly Coolum and Sunshine Coast Airport, and should be limited to targeted venues where tourists are likely and First Nations' people are involved and not compete with the private sector.

The study has identified the following opportunities to build the arts sector in the region through infrastructure:

- Respond to the Sunshine Coast's unique profile:
 - Provide infrastructure that cultivates the development and connection of disseminated arts communities.
 - Draw on the natural environment to enhance the arts experience and development of the arts.
 - Embed arts infrastructure in the foundational social infrastructure of emerging communities.
 - Deliver cutting-edge arts development and experiences in the new Maroochydore CBD which align with the new technology focus of this centre.
- Ensure the infrastructure network supports the arts practice of young people and emerging artists as a key approach to facilitate an 'arts ecology' in the region.
- Embed co-location as a foundation of arts infrastructure delivery to achieve optimal economic and arts development outcomes.
- In order to demonstrate a commitment to arts investment, prioritise early action through upgrading existing facilities, adaptive reuse of buildings and leasing of commercial space to test and build capacity.

- Explore creative solutions to optimise use of existing infrastructure and creative new public arts infrastructure.
- Leverage the natural environment and existing arts reputation to establish the region as an arts tourism destination to achieve both economic development and arts sector outcomes. Key arts and cultural tourism opportunities for the region include:
 - First Nations arts and cultural experiences.
 - An architecturally significant arts and cultural facility which showcases the extraordinary beauty of the Hinterland's natural landscape as a key attractor for both the regional arts sector and to grow the profile of the region as an arts tourism destination.
 - An arts and cultural trail showcasing and connecting the two ecologies – the coast and the hinterland. This has already been identified in the Arts Plan.
- Embed accessibility in the arts infrastructure network:
 - Provide dedicated arts infrastructure to complement shared 'hire for use' facilities.
 - Ensure key arts infrastructure is managed in such a manner that ensures they remain accessible to arts stakeholders, including those not in a formal group.
 - Provide adequate low-cost arts facilities, particularly for solo participants and those requiring experimental opportunities.
 - Ensure facilities are accessible and safe for minority groups, such as people with disability, are culturally and linguistically diverse (CALD), of/i identify as aboriginal and/or Torres Island descent (A&TSI).

- Foster partnerships that enable the optimisation and expansion of the arts infrastructure network.

The study has identified the following **shortfalls in information** which will need to be addressed in order to complete the picture for arts infrastructure directions for the Sunshine Coast LGA:

- A full audit of facilities used for arts purposes was not included in the scope of this study.

The research conducted during this project has not been sufficient to adequately understand the arts infrastructure needs of First Nations groups. However, the stakeholder and sector engagement clearly identified a gap in the provision of spaces for Indigenous arts and cultural practice, learning and exhibition while national research points to opportunities to grow cultural tourism at an international level via the provision of such infrastructure.



Image: Lindon Austin install | Caloundra Regional Gallery | Eyes Wide Open Photography.



Image: Venue 114, Birtinya.



Section 7: Recommended RAIF Framework

This section identifies the broad framework and the proposed overall network as far as can be determined at the present time, considering needs identified through the ELS, consultation, forecast population growth and distribution to 2041, and arts and cultural trends.

7.1 Framework for Provision

The framework for providing arts and cultural facilities is consistent with the strategic and operational framework of the Sunshine Coast Council, and in particular the overarching directions for the planning and delivery of social infrastructure as provided in the ELS. This necessarily means that a three-level hierarchy of facility provision has been identified.

The overall framework of the RAIF Network Blueprint is based on the key themes that emerged from workshops undertaken during the study period:

- A hub and spoke model with key anchor facilities supported by smaller, specialised or multi-purpose facilities distributed across the LGA.
- Identification of Maroochydore and Caloundra as the key anchor locations for Council-wide facilities.
- Identification of a Hinterland arts and cultural offering to increase the profile of the region as a cultural destination.

- Themed localities, aligning functions with stakeholder needs/ preferences, existing planning frameworks as well as spatial and community characteristics.

The hierarchy of facilities arising from this vision can be interpreted as:

- Central, Council-wide facilities catering for all arts.
- District-level hubs, focussed on major regional activity centres.
- Niches/ specialisations in specific locations.

The hierarchy would comprise a network of infrastructure of differing scales and sizes. Larger and well-resourced Council-wide facilities would be located in principle activity centres, or to take advantage of unique natural geography or views. Larger district facilities would be located in principal or major regional activity centres (or a district centre in the case of Coolumb) to take advantage of population density and infrastructure such as public transport and services provided in major business districts. They would service specific genres of arts and culture as identified through detailed planning, or remain multipurpose facilities inclusive of minimum requirements for a number of arts/cultural genres. Smaller facilities, including the existing network of Council, community-based, and private facilities would be located in local centres or areas.

Cultural facilities at each level of the hierarchy are outlined in the following category standards.

Table 7 1: DSS Category Standards

Category and Hierarchy	Standard category	Standard
Regional facilities Major cultural facilities which will be used by people from a wider sphere of influence than Sunshine Coast LGA alone. They may attract tourists and visitors from national or international locations, and host major events and performances for people who travel up to three hours to attend.	Provision ratio and catchment	<ul style="list-style-type: none"> Regional (wider than Council area alone) Access within three hours (including major domestic and international airport).
	Performing Arts Centre	<ul style="list-style-type: none"> Dedicated facility for large scale civic, performance and community events. Major multi-purpose performance facility. Multiple theatres. Foyer function/small performance and art display space adequate to cater for large scale events. Professional hanging/display facilities to showcase the region's cultural exhibits. <p>Size and capacity (minimum)</p> <ul style="list-style-type: none"> Gross floor area (GFA): 5000sqm⁷ Capacity: 1000+ people (seated) for main theatre, 250-600 for secondary theatre(s)
	Interpretive Space	<p>Spaces for related and complementary functions such as:</p> <ul style="list-style-type: none"> Major indigenous gallery/multiple exhibition spaces. Other cultural spaces, potentially showcasing the region's heritage items as well as art. Interpretive centre linked to interpretive trails. Theatrette. Arts practice and selling spaces. Spaces for indigenous performance, including outdoor storytelling space. Café/bushtucker restaurant. Outstanding hinterland location. <p>Size and capacity (minimum)</p> <ul style="list-style-type: none"> Gross floor area (GFA): TBD
Caloundra Regional Gallery	<ul style="list-style-type: none"> Located in Caloundra Cultural and Creative Hub with connections to other major civic facilities. Large and small galleries. Retail store. Café. Workshop spaces. Community and collections storage, handling areas, loading docks etc. Adjoining sculpture courtyard. Size and/or capacity (minimum) Gross floor area (GFA): 3390sqm⁸ 	

⁷ Tentative figure. ⁸ Tentative figure, subject to further assessment of usage and requirements.





Image: The Majestic Cinemas and Event Centre, Nambour. | ben vos productions.

Category and Hierarchy	Standard category	Standard
Council-wide facilities Specialised major cultural facilities for a wide range of core community-related artistic and cultural uses, including exhibition, performance, and civic functions.	Provision ratio and catchment	Council-wide up to 1:1500,000
	Arts and Cultural Precinct	<ul style="list-style-type: none"> • Civic precinct of creative spaces, activities and venues. • Catering for all art forms – visual, performing arts and film/digital arts. • Programmed activation. • Include leisure/retail/eat streets and laneways. • Can be co-located with outdoor performance space. • Public/private enterprise in conjunction with commercial development. • Co-location with Council's cultural facilities (see below). <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> • Gross floor area (GFA): Up to 5000sqm⁹
	Arts practice and selling space	<p>Spaces where artists can be seen making and selling their art. Could include:</p> <ul style="list-style-type: none"> • Gallery/exhibition space. • Retail store space. • Coffee shop/café/social enterprise. • Tourist information, particularly in relation to art trail. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> • Gross floor area (GFA):350sqm.
	Outdoor Performance space	<ul style="list-style-type: none"> • Preferably integrated into a civic cultural/creative space. • Preferably co-located with another performance facility, both in terms of function, storage and management. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> • Can be up to 2000 seats.
	Artist residency	<ul style="list-style-type: none"> • Residential/studio space. • Can be in a repurposed property or new development. • Activity centre environments can be successful. • Suitable for creative precinct. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> • One artist in residence.
	Collection store	<ul style="list-style-type: none"> • Purpose designed facility to house and conserve art and heritage collections. • Requires central, accessible location. • Freestanding or co-located with interpretive facility. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> • 1650m²¹⁰

⁹ Tentative figure. ¹⁰ Tentative figure, subject to further assessment of usage and requirements.

Table 7 1: DSS Category Standards

Category and Hierarchy	Standard category	Standard
<p>District cultural facilities Multi-purpose facilities that provide flexible spaces for a wide range of cultural and creative uses. Co-located with district community venues to further enable sharing of resources and spaces eg for arts education and training.</p>	Community and Creative Hub	<ul style="list-style-type: none"> The vibrant heart of Caloundra, providing the following activities to attract locals and visitors to the region: <ul style="list-style-type: none"> community cultural civic educational activities. Arts and cultural infrastructure includes: <ul style="list-style-type: none"> Caloundra Regional Gallery The Events Centre Outdoor performance space <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> N/A
	Exhibition space	<ul style="list-style-type: none"> Co-located with major civic buildings. Needs to be professionally curated. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> Gross floor area (GFA): 150-200sqm
	Provision ratio and catchment	<ul style="list-style-type: none"> 1:30,000-50,000 (existing areas) 1:15,000-20,000 (greenfields areas) Access within 10km
	District Arts Hub	<ul style="list-style-type: none"> Co-location of multiple dedicated arts and cultural facility elements. Elements can vary depending on location. Core elements – co-working space, rehearsal space, arts practice space. Can include other collaborative elements including social/meeting facilities such as a café, meeting/training rooms and multi-function space etc. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> GFA: min. 400sqm.
	Youth Arts Hub	<ul style="list-style-type: none"> Co-location of multiple dedicated arts and cultural facility elements with a focus on young people. Based on a youth incubator model. Could include artist residencies, co-working space, rehearsal space, arts practice space and a gallery, and other collaborative social/meeting facilities such as a café, meeting/training rooms and multi-function space etc. Can be co-located with district arts hub. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> GFA: min. 400sqm.

⁷ Tentative figure. ⁸ Tentative figure, subject to further assessment of usage and requirements.





Image: Caloundra Regional Gallery | Ross Manning, *Dissonant Rhythms Exhibition* | ben vos productions.

Category and Hierarchy	Standard category	Standard
	Rehearsal space	<ul style="list-style-type: none"> Multi-purpose spaces suitable for rehearsal. Will usually include sprung floor, mirrors, warm-up rooms, dressing rooms, mirrors and lights etc. Can provide a variety of spaces of different sizes and shapes. Larger spaces may be in repurposed facilities such as a factory or warehouse. Can be a smaller purpose-built space in a district arts hub. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> Gross floor area (GFA): 50-150sqm Capacity: 20-100 people
	Arts practice space	<ul style="list-style-type: none"> Dedicated space for art creation. Elements can vary depending on location eg wet/ dry art workshop or sound recording studio. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> Gross floor area (GFA): 50sqm
	Performance facility (civic)	<ul style="list-style-type: none"> Purpose built facility for community based or smaller professional performance and events associated with a Council-wide/district civic centre. Small foyer function and art display space professionally curated or community managed. Includes stage and associated backstage facilities, lighting, sprung floor and equipment. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> Gross floor area (GFA): 1500sqm Capacity: 350+ people (seated)
	Performance facility	<ul style="list-style-type: none"> Hall within district community venue for community-based performance and events. Includes stage and associated backstage facilities, lighting, sprung floor and equipment. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> Gross floor area (GFA): 600-800sqm Capacity: 200+ people (seated)
	Outdoor Performance Space	<ul style="list-style-type: none"> Small outdoor performance space. Possibly integrated with a major activity centre civic space. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> Can be up to 350 seats.

Table 7 1: DSS Category Standards

Category and Hierarchy	Standard category	Standard
Local cultural facilities Local community venues are multi-purpose facilities that provide flexible spaces for a wide range of community uses, including cultural development.	Provision ratio and catchment	<ul style="list-style-type: none"> • 1:5,000-15,000 • Communities under 5,000 people with limited access to infrastructure may need a facility • Access within 3km
	Local Arts Hub	<ul style="list-style-type: none"> • Co-location of multiple arts and cultural facility elements in a small facility. • Elements can vary depending on location eg co-working space, rehearsal space, arts practice space and other collaborative elements. • Usually in repurposed spaces rather than purpose-built facilities. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> • GFA: 150-200sqm. • Capacity: 50 people.
	Pop-up or repurposed spaces	<ul style="list-style-type: none"> • Temporary or leased spaces that can be used for a range of arts functions. • Can occupy disused or vacant shops or laneways and enliven a public space while developing art at a local level. <p>Size and/or capacity (minimum)</p> <ul style="list-style-type: none"> • To be determined according to individual facility and proposed use.



⁷ Tentative figure. ⁸ Tentative figure, subject to further assessment of usage and requirements.



Image: Venue 114, Birtinya.

7.2 Strategies

The following strategies are recommended for arts infrastructure on the Sunshine Coast.

- 1 Undertake a detailed audit of arts and cultural infrastructure to improve understanding of the dedicated arts and other infrastructure to better inform assessment of current supply and identify opportunities to reuse/refurbish to meet current and future demand.
 - a. Consider a partnership to deliver this audit.
 - b. Review this report and its findings following completion of this audit to ensure the confirmed supply of infrastructure informs future provision of arts infrastructure.
- 2 Pursue a hub and spoke approach to the delivery of arts and cultural infrastructure at Council-wide, district and local levels.
 - a. Investigate opportunities to develop a Council-wide Arts and Cultural Precinct in the new Maroochydore CBD (public/private) and continue to implement the Community and Creative Hub in Caloundra Centre (co-locating various cultural facilities).
 - b. Progressively develop District Arts Hubs in principal or major regional activity centres – Maroochydore, Nambour, Coolum (district centre), Caloundra, Caloundra South, Beerwah and Sippy Downs/Palmview. Consider:
 - i. The opportunity to theme these hubs according to local interests and characteristics. The theming would not denote the only purpose but would be a strong theme.
 - ii. Co-location with other established or planned cultural or civic buildings or the reuse or repurposing of underutilised buildings.
 - iii. A dedicated network of working spaces for young artists at activity centres that are transit aligned including the new Maroochydore CBD.
 - c. Review the desirability and opportunity of creating Local Arts Hubs in localities outside major regional activity centres with proactive arts and cultural sectors and significant populations where the current provision of arts facilities is low. These would be developed in upgraded/ extended/ modernised/ repurposed or pop-up spaces or similar, rather than new built facilities. Priorities should include professional collaboration space and arts practice spaces.
- 3 Continue to plan other arts and cultural functions in the recommended new infrastructure within the ELS and Council endorsed planning and strategic documents as follows.

Regional

- a. Develop expanded Caloundra Regional Gallery.
- b. Develop next level planning for investigation of a Hinterland cultural facility that responds to the region's unique landscape and considers feasibility of a regional cultural interpretive centre and complements, not competes with the Caloundra Regional Gallery.

Council-wide

- a. Continue planning for Collection Store as identified in the Interpretive Centre and Collection Store Feasibility Study noting that interpretive space will be considered as part of the Hinterland cultural facility.
- b. Deliver a contemporary, high tech, interactive arts and interpretative space in cultural facilities planned for the Maroochydore CBD.

District

- a. Provide a district performance centre as a part of the Caloundra South Civic Centre.
- b. Incorporate facilities for performance in the proposed greenfield district hierarchy of community venues in Caloundra South, Sippy Downs and Palmview:
 - i. One district community venue with flat floor community performance capabilities (stage, backstage facilities, lighting) in each growth area.

- ii. Sprung floors, a wet and dry creative space of at least 50sqm and an opportunity to provide a portable stage should community demand warrant in other district community venues.

- c. Develop digital visual and/ or audio arts studio space within proposed new, refurbished and current libraries (as per Draft Library Network Plan 2019-2041) at:

- i. Caloundra South
- ii. Caloundra Library
- iii. Kawana Town Centre
- iv. Sippy Downs
- v. Beerwah
- vi. Nambour (music)
- vii. Coolum.

- d. Plan dedicated foyer function and cultural exhibition space at new District Libraries:

- i. Caloundra South
- ii. Kawana Town Centre
- iii. Sippy Downs/Palmview.

- 4 Consider and investigate the following cultural infrastructure additional to the ELS.

- a. Identify a suitable site for longer term replacement of The Events Centre, Caloundra.
- b. Investigate access to enhanced district level rehearsal/ performance space and facilities in Coolum.

- c. Consider and plan outdoor performance facilities in the public domain in:
 - i. Maroochydore CBD
 - ii. Caloundra
 - iii. Kawana
 - iv. Sippy Downs.
- d. Develop additional rehearsal spaces/ audio studios and collaborative music space either adjoining the library in the repurposed Eddie De Vere building in Nambour or longer term, as part of the proposed multi-function facility at the Nambour Showgrounds.
- e. Develop a Youth Arts Hub in conjunction with other arts facilities in Maroochydore CBD.
- f. Develop arts practice and selling spaces in:
 - i. Maroochydore CBD as part of the Arts and Cultural Precinct
 - ii. The Hinterland cultural facility
 - iii. As part of any major new commercial development (eg Yaroomba).
- g. Develop co-working space in Maroochydore CBD as part of the Arts and Cultural Precinct.
- h. Establish artist residencies in commercial hubs in:
 - i. Maroochydore CBD
 - ii. Nambour
 - iii. Caloundra.

- i. Include small selling spaces in selected locations which do not compete with private providers:
 - i. Caloundra
 - ii. Coolum
 - iii. Mooloolaba
 - iv. Possibly Sunshine Coast Airport.
- 5 Develop creative solutions to meeting specific arts and cultural infrastructure needs or opportunities outside of district centres eg Peregian Springs, Doonan, Eumundi, Mooloolaba/Alexandra Headland, including:
 - a. Re-purposing existing infrastructure eg underperforming infrastructure including community halls.
 - b. Pop-up shops, spaces and places.
 - c. Warehouse or facility conversion for emerging screen industry in the Maroochydore area (utilising new telecommunications cable).
 - d. Industrial estates for noisy/ messy activities in the enterprise corridor.
- 6 Develop the Sunshine Coast as an arts tourism destination by pursuing growth of the high-value international (and domestic) market through celebrating the region's outstanding natural landscape with a Hinterland Cultural Facility, seeking 6-8 other arts tourism attractions (not necessarily provided by Council), and providing a triage of lead arts and cultural offerings in three distinct and separate locations in the region:

- i. Caloundra
- ii. Maroochydore
- iii. the Hinterland.
- 7 Develop key partnerships:
 - a. Facilitate public access to arts facilities on land owned by Council where lease or other usage arrangements currently prevent or unacceptably limit access.
 - b. Identify Council land or buildings which might be used for repurpose or developed for arts purposes by community groups through other funding methods/partnerships.
 - c. Investigate public access to arts facilities at key secondary and tertiary education institutions.
 - d. Investigate mechanisms/ processes to support complementary relationships rather than competition with private providers.
 - e. Pursue partnership opportunities with the private sector eg shopping precincts, business centres, nature based and other tourist locations.
- 8 Hold ongoing discussions with First Nations and Indigenous arts and cultural practitioners to confirm needs and interest in a regional cultural facility including geographic location.



7.3 Recommended Facilities

The following recommendations in Table 7 2 are made for the function and location of facilities to comprise a future RAIF.

Table 7 2: Recommended Facilities

Function	Type of facility	Level of Hierarchy	Brief description	GFA	Standalone co-location	Potential co-location	Maroochydore	Caloundra	Caloundra South	Nambour	Kawana	Coolum	Beerwah	Sippy Downs/ Palmview	Mooloolaba	Hinterland	Local Centres (not determined)	Not determined
Education and Training	Workshop space	District	Can be within a district community venue or arts hub	50 sqm		District community venues	x	x	x	x		x	x	x				
	Training room	Local	Multipurpose space within a local community venue or local arts hub	25 sqm		Local community venues											x	
Rehearsal	Rehearsal space	District	Can be a large repurposed facility such as a factory or warehouse, or a smaller purpose-built space in a district arts hub with sprung floor, mirrors, warm-up rooms, dressing rooms, mirrors and lights etc.	100-200 sqm	x	/or District community venues		x	x	x		x	x	x				
	Rehearsal space	Local	mall multipurpose space	50 sqm		Local community venues											x	
Arts Practice	Arts Practice and selling spaces	Council-wide	Space for artists to make and sell their art	350 sqm			x									x		
	Artist residencies		Residential/studio space in repurposed property or new development	–			x	x		x								
	Co-working spaces	District	Hireable spaces for creative artists in a shared environment, either freestanding or in a district arts hub	200 sqm	x	/or District community venues		x	x	x	x		x	x	x			

Table 7 2: Recommended Facilities

Function	Type of facility	Level of Hierarchy	Brief description	GFA	Standalone co-location	Potential co-location	Maroochydore	Caloundra	Caloundra South	Nambour	Kawana	Coolum	Beerwah	Sippy Downs/ Palmview	Mooloolaba	Hinterland	Local Centres (not determined)	Not determined
Arts Practice	Workshop space	District	Can be within a district community venue or arts hub	50 sqm		District community venues	x	x	x	x		x	x	x				
	Training room	Local	Multipurpose space within a local community venue or local arts hub	25 sqm		Local community venues											x	
Performance	Performing Arts Centre	Regional	Major multi-use performance facility catering for 1,000 seats+ to replace The Caloundra Events Centre in 10-15 years' time	Over 5,000 sqm ¹¹	x													x
	Performance facility (civic)	Council-wide/ district	Performance facility catering for 350 seats+, associated with a civic centre	1500 sqm		Civic centre			x									
		District	Performance facilities including stage and associated backstage facilities, lighting, sprung floor and equipment	–		District community venues			x			x		x				
	Outdoor performance space	Council-wide	Large outdoor performance facility with black box theatre	Up to 2,000 seats		Perf Arts Centre	x											
		District	Small outdoor performance facility	Up to 350 seats		Civic centre		x	x		x				x			

¹¹ Tentative figure. To be subject to further investigation.

Table 7 2: Recommended Facilities

Function	Type of facility	Level of Hierarchy	Brief description	GFA	Standalone co-location	Potential co-location	Maroochydore	Caloundra	Caloundra South	Nambour	Kawana	Coolum	Beerwah	Sippy Downs/Palmview	Mooloolaba	Hinterland	Local Centres (not determined)	Not determined
Exhibition	Interpretive space	Regional	A facility that displays and interprets arts and heritage collections and activities	To be determined	x	Hinterland Cultural Facility										x		x
	Art Gallery	Regional	Expanded Caloundra Regional Gallery	3,390 sqm		Community and Creative Hub		x										
	Collection store	Council-wide	Purpose designed facility to house and conserve collections	1650 sqm	x	/or Interpretive facility												x
	Exhibition space		Professionally curated exhibition space	150-200 sqm		City Hall Exhib/conv centre Civic Centre	x		x								x	
		District	Small professionally curated or community managed exhibition space	50-100 sqm		District community venue District Libraries		x				x			x	x		
Connection and Collaboration	Arts and Cultural Precinct	Council-wide	A civic precinct of arts and cultural spaces, activities and venues	Up to 5000 sqm ¹²	x		x											
	Community and Creative Hub		The vibrant heart of Caloundra, providing community, cultural, civic and educational activities to attract locals and visitors to the region. Arts and cultural infrastructure includes Caloundra Regional Gallery, The Events Centre and outdoor performance space	N/A		Regional Art Gallery, Library, Performance facility, District Arts facilities		x										

¹² Tentative figure. To be subject to further investigation.

Table 7 2: Recommended Facilities

Function	Type of facility	Level of Hierarchy	Brief description	GFA	Standalone co-location	Potential co-location	Maroochydore	Caloundra	Caloundra South	Nambour	Kawana	Coolum	Beerwah	Sippy Downs/ Palmview	Mooloolaba	Hinterland	Local Centres (not determined)	Not determined
Connection and Collaboration	Youth Arts Hub		Co-location of multiple dedicated arts and cultural facility elements with a focus on young people and based on a youth incubator model - could include artist residences, co-working space, rehearsal space, arts practice space and a gallery, and other collaborative elements	400sqm	x	Arts and Cultural Precinct/ District Arts Hub	x											
	District Arts Hub	District	Co-location of multiple dedicated arts and cultural facility elements (depending on location) – co-working space, rehearsal space, arts practice space and other collaborative elements	400 sqm		District community venues	x	x	x	x		x	x	x				
	Local Arts Hub	Local	Co-location of multiple dedicated arts and cultural facility elements (depending on location) – co-working space, rehearsal space, arts practice space and other collaborative elements	150-200 sqm	x	/or Local community venues												x
	Pop up or Repurposed spaces	Local	Temporary or leased spaces that can be used for a range of arts functions	–	x													x
Working	Offices/ desk spaces	Any level	A component of other elements of arts hubs/creative facilities	–			x	x	x	x		x	x	x				
Selling	Selling spaces	District	Can be a retail store or display space usually associated with arts practice or major exhibition spaces	25 sqm				x				x			x			

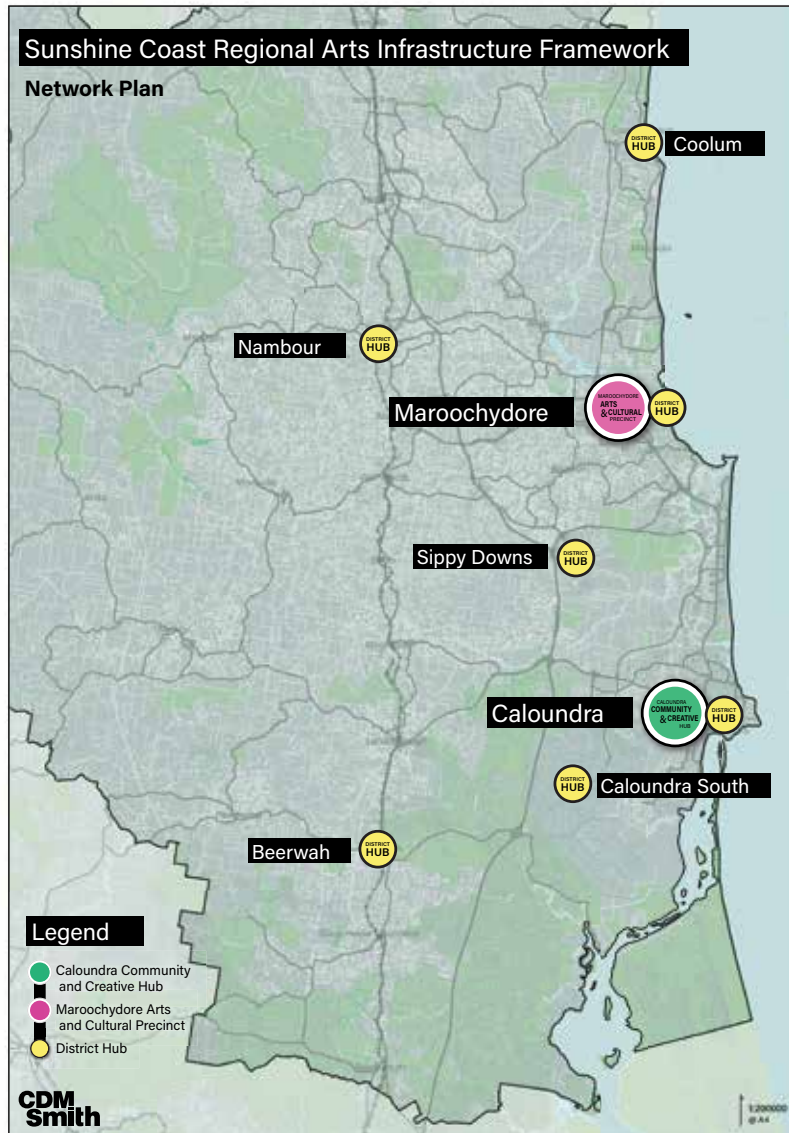


Figure 3 Proposed Regional Arts Infrastructure Framework – Hubs and Precincts

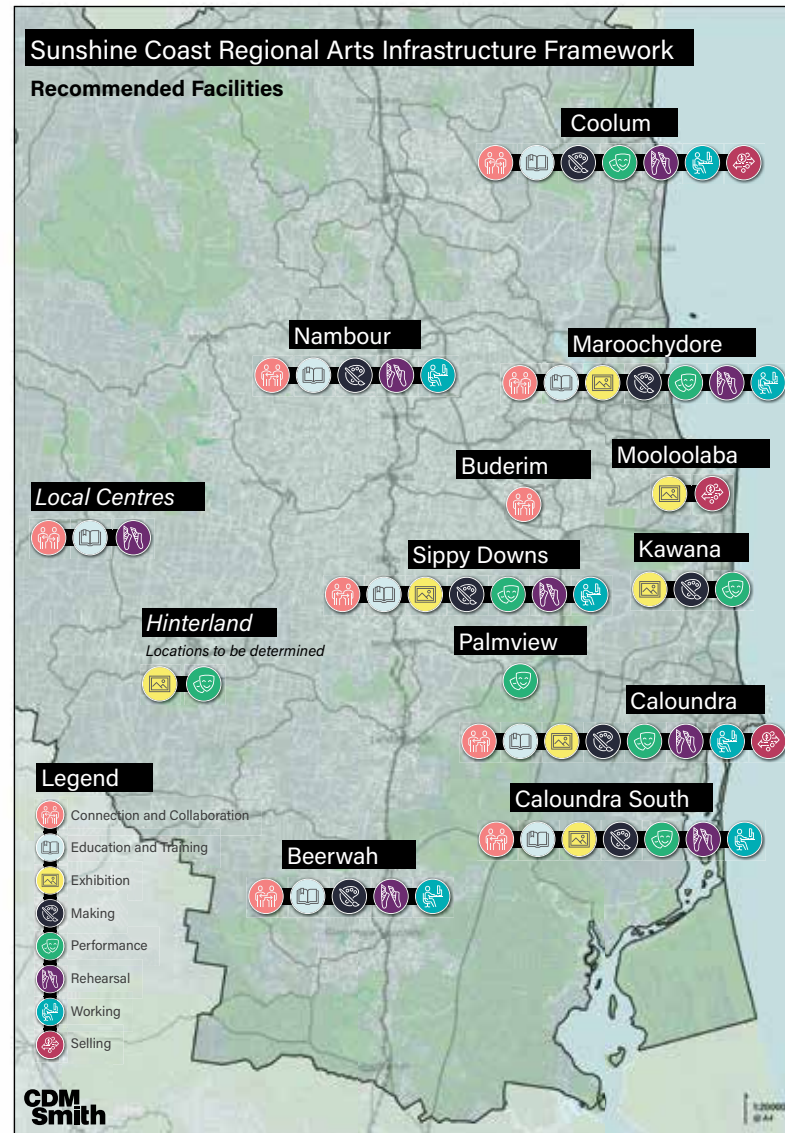


Figure 4 Proposed Regional Arts Infrastructure Framework – key locations and functions



Image: Caloundra Regional Gallery photo ben vos productions

7.4 Implementation

7.4.1 Delivery of the RAIF

It is not necessarily Council's role to deliver all of the recommended facilities identified. Council's role will also include the negotiation of partnerships and advocacy for outcomes which align with the recommended framework.

It is also recognised that achieving this goal will require an innovative tiered approach to facility development located across a large region comprised of many communities. The characteristics, arts activity and infrastructure already existing in individual localities/towns have been essential to determining the recommended distribution of arts infrastructure, as well as the outcomes and views expressed in user surveys and consultation.

It is the view of the RAIF that no region-wide facility should proceed without a major feasibility study, taking into account both capital and operating costs, and potential alternative sources of funds to Council. It was identified above that the recommended facilities are based on the desired level of provision. Further planning including a detailed audit should ascertain the outstanding infrastructure requirements.

This will also provide Council with the opportunity to consider high-quality architecture as it relates to region-wide facilities, specifically those identified as providing opportunities to attract national and international visitors and audiences.

7.4.2 Prioritisation

Suggested prioritisation of the proposed arts and cultural network has been based on some key principles:

- 1 The ongoing and continued development and engagement with arts audiences and the sector is vital to the relevance of the framework and should continue to grow and increase in line with investment and in partnership with infrastructure development. It is key to development that the Arts Plan continue to be implemented. It also needs to be recognised that the development of facilities will require increased professional staffing and additional expertise e.g. in programming and curation, producing, arts facility management and ongoing funding for programs and promotion.
- 2 Development of the network should commence with a strategic and innovative approach to develop the grass-roots 'arts ecology' which is frequently referred to in the engagement. This should include upgrading existing facilities, re-purposing of existing buildings, pop-up events and spaces, pilot projects, partnerships, leasing available commercial spaces, and increased utilisation of existing facilities and improved accessibility to current facilities, rather than requiring Council investment in building new facilities. This could occur within the first three to five years and should be focussed at the local level.
- 3 New infrastructure should be budgeted over time in accordance with growth, or when funding is available. It may be appropriate if some larger facilities are staged.





Image: Caloundra Regional Gallery | Ross Manning | *Dissonant Rhythms* (detail) | ben vos productions.

- 4 Projects which require further investigation should occur in the longer term. However, with some projects it may be appropriate to proceed to develop concepts which can be used to apply for grant funding should opportunities arise in the interim. The Hinterland cultural facility is an important project in this category.

However, the detailed prioritisation of facilities and their timing should be subject to the Open Space and Social Infrastructure Prioritisation Tool contained in the ELS, and to detailed planning and further consultation.

7.4.3 Action Plan

The following Action Plan in Table 7 3 identifies an indicative time frame for implementing the strategies of the RAIF. Time frames for undertaking the actions referred to in the table relate to Short Term – 2019-2025; Medium Term – 2026-2031; Long Term – Beyond 2031. However, achievement of these indicative timeframes will depend on funding availability and compete with all other infrastructure projects, and again it should be noted that further needs assessment is required when the recommended audit is undertaken.

Table 7 3: Action Plan

	Strategic Alignment	Location	Time Frame
Strategies	1. Undertake detailed audit to improve understanding of existing arts infrastructure		
	Further inform ELS and future Council strategies	N/A	Short
Strategies	2. Pursue hub and spoke approach to the delivery of arts and cultural infrastructure at Council-wide, district and local levels, specifically:		
Arts and Cultural Precinct	Arts Plan/ Maroochydore City Centre CDP/ staff engagement outcome/ needs assessment	Maroochydore CBD	Short/Medium
Community and Creative Hub	Arts Plan/ Caloundra Centre Master Plan/previous community engagement outcome	Caloundra	Short
District Arts Hub	ELS/ Arts Plan/ community engagement outcome/ needs assessment	Maroochydore	Long
	ELS/ needs assessment	Caloundra	Long
	ELS/ needs assessment	Caloundra South	Medium
	Nambour Activation Plan/ needs assessment/ staff and community engagement outcome	Nambour	Short/Medium
	Staff and community engagement outcome/ needs assessment	Coolum	Medium
	ELS	Beerwah	Long
	ELS/ needs assessment	Sippy Downs/Palmview	Short
Local Arts Hub	Arts Plan/ Needs assessment/ community engagement outcome/ staff engagement outcome/ needs assessment	Local centres	Short/ Medium/ Long





Image: Bark Architects, Beerwah.

	Strategic Alignment	Location	Time Frame
Strategies	3. Continue to plan other arts and cultural functions in the recommended new infrastructure within the ELS and Council endorsed planning and strategic documents, specifically:		
Expanded Council-wide Art Gallery	ELS/Caloundra Centre Master Plan/Sunshine Coast Regional Art Gallery Caloundra Scoping Report	Caloundra	Short
Hinterland cultural facility	Continue to investigate as per ELS and consider combining with Interpretive Centre/ Interpretive Centre and Collection Store Feasibility Study /previous community engagement outcomes/ needs assessment	Not determined	Long
Interpretive Centre	Continue to investigate as per ELS and Interpretive Centre and Collection Store Feasibility Study / Heritage Plan/ previous community engagement outcomes/ needs assessment	As above	Long
Collection Store	Continue to investigate as per ELS and Interpretive Centre and Collection Store Feasibility Study / Heritage Plan/ previous community engagement outcomes/ needs assessment	Between Nambour and Landsborough (foothills of the Sunshine Coast)	Short
Exhibition/ interpretive space	ELS/ staff engagement	Maroochydore	Short
Performance facility	ELS/ needs assessment	Caloundra South Sippy Downs/ Palmview	Medium Short
Digital visual and/ or audio arts studio space within libraries:	ELS/ Draft Library Network Plan/ needs assessment	Caloundra South	Medium
	ELS/ Draft Library Network Plan/ needs assessment	Caloundra	Medium
	ELS/ Draft Library Network Plan/ needs assessment/ staff engagement outcomes	Kawana	Long
	ELS/ Draft Library Network Plan/ needs assessment	Sippy Downs	Short
	ELS/ Draft Library Network Plan/ needs assessment	Beerwah	Long
	ELS/ Draft Library Network Plan/ community engagement outcomes/ needs assessment	Nambour (music)	Medium
	Draft Library Network Plan/staff engagement outcomes	Coolum	Long
Foyer function and cultural exhibition space at new district libraries:	ELS / needs assessment	Caloundra South	
	ELS/ needs assessment	Kawana	
	ELS/ needs assessment	Sippy Downs/Palmview	

Table 7 3: Action Plan

	Strategic Alignment	Location	Time Frame
Strategies	4. Consider and investigate some cultural facilities additional to the ELS and Council endorsed planning and strategic documents, specifically:		
Performing Arts Centre (Case study alignment – HOTA Gold Coast, CPAC Cairns)	Needs assessment/ staff engagement/community engagement outcomes	Not determined	Long
District performance facility	Needs assessment/ community engagement outcome/ staff engagement outcome	Coolum	Medium
Outdoor performance facility	Maroochydore City Centre PDA Development Scheme/ Maroochydore City Centre DCP/ Caloundra Centre Master Plan/ staff engagement outcome/ needs assessment	Maroochydore CBD Caloundra Kawana Sippy Downs/ Palmview	Medium Medium Medium Short
Rehearsal space/audio studios/ collaborative music space	Needs assessment/ Nambour Activation Plan/ community engagement outcome/ staff engagement outcome	Nambour	Medium
Youth Arts Hub (Case study alignment: Level Up, Gold Coast)	Needs assessment/ community engagement outcomes	Medium	Medium
Arts practice and selling space (Case study alignment: Jam Factory)	Needs assessment/ staff engagement/ community engagement outcomes	Maroochydore CBD	Medium
	Needs assessment/ staff engagement/community engagement outcomes	Hinterland	Long
	Needs assessment/ staff engagement/community engagement outcomes	Yaroomba	Medium





Image: 'From the Mountains to the Sea' exhibition; Barry Alsop.

	Strategic Alignment	Location	Time Frame
Strategies	4. Consider and investigate some cultural facilities additional to the ELS and Council endorsed planning and strategic documents, specifically:		
Co-working space	Needs assessment/ staff engagement/community engagement outcomes	Maroochydore CBD	Medium
Artist residencies: (Case study alignment: Gasworks Arts Park)	Needs assessment/ staff engagement/community engagement outcomes	Maroochydore CBD	Medium
Artist residencies: (Case study alignment: Gasworks Arts Park)	Needs assessment/ staff engagement/community engagement outcomes	Maroochydore CBD	Medium
	Needs assessment/ staff engagement/community engagement outcomes	Nambour	Short
	Needs assessment/ staff engagement/community engagement outcomes	Caloundra	Medium
Selling spaces	Needs assessment/ community engagement outcomes	Caloundra	Medium
	Needs assessment/ community engagement outcomes	Coolum	Medium
	Needs assessment/ community engagement outcomes	Mooloolaba	Long
Strategies	5. Develop creative solutions to meeting specific infrastructure needs or opportunities		
	Needs assessment/ community engagement outcomes	Caloundra	Medium
Strategies	6. Develop the Sunshine Coast as an arts tourism destination		
	Destination Tourism Plan/ needs assessment/ staff engagement/community engagement outcomes	N/A	Short/Medium/Long
Strategies	7. Develop key partnerships		
	Needs assessment/ staff engagement/community engagement outcomes	N/A	Short
Strategies	8. Hold ongoing discussions with First Nations and Indigenous arts and cultural practitioners		
	Needs assessment/ staff engagement/community engagement outcomes	N/A	Short/Medium/Long





Image: Sunshine Coast Art Prize Exhibition | Caloundra Regional Gallery | ben vos productions.



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