



Sunshine Coast Arts Plan A discussion paper

August 2017



Front cover: iDIDIT!. Artist Russell Anderson. Village Park Birtinya.
This page: Horizon Festival 2016.



Acknowledgment 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 and continue to be 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.



Chiaroscuro. Artist Salvatore Di Mauro.
Bulcock Beach.



Juice and Jam. Sunshine Coast Creative Alliance.

Executive Summary: The Arts and our region – a 20 year plan

In 2017 Sunshine Coast Council identified in the Corporate Plan its vision for the region to be *Australia's most sustainable region – healthy, smart and creative*. This refocus provides an exciting time for arts in our Region.

Arts and culture in Australia is increasingly seen as an important and relevant part of life. A 2014 benchmarking report into Australian participation in the arts revealed **85% say the arts make for a richer and more meaningful life**: an increase of 5 percentage points since 2009 and 14 points since 1999¹.

Locally, the Sunshine Coast has a vibrant arts scene. A recent survey conducted by Sunshine Coast Council, *Arts and Culture Snapshot April 2017* (Attachment 1), identified practitioners, workers and business owners in disciplines as diverse as fine arts, video games, ceramics, performing arts and

a range of crafts. It also identified that over 90% of Sunshine Coast residents attended at least one cultural event in the 2013-14 period (including arts venues or events, environment and heritage events, museums, libraries, archives and cinemas.)

While there is increasing growth within the arts community, survey participants identified a range of challenges and opportunities for the growth and development of the arts sector on the Sunshine Coast. In addition to this, the Sunshine Coast Arts Advisory Board (appointed in August 2016) in collaboration with council officers has developed this Discussion Paper aimed

¹ Arts in Daily Life: Australian Participation in the Arts



Ananas Comosus. Artist Russell Anderson. Beerwah.

at stimulating a community conversation to inform the development of the region's first Arts Plan.

The 20-year Plan will provide the framework necessary to support and nurture an environment in which arts and culture on the Sunshine Coast can flourish and contribute to the fabric of the region as we move through unprecedented growth and development.

This discussion paper begins the conversation needed to outline a definition for an Arts Plan, potential ideas on a vision, goals and the strategies to support and grow arts programming, cultural infrastructure and investment.

It outlines a commitment to developing a Plan that will (summarised):

- stimulate the Sunshine Coast's arts sector

- create opportunities to build a strong community of artists, arts practitioners and arts organisations
- communicate and showcase the value of the arts to the region's well-being, city planning and economy
- actively explore partnerships and collaborations that provide learning and development opportunities for artists/within the arts
- grow participation in the arts
- identify the need to invest in the arts including the places where the arts are made and showcased.

It identifies the arts sector as being at the very heart of the final Arts Plan – that is, to be developed in collaboration with and driven by the perspectives of local artists and arts organisations across a range of artistic practice, while including the perspectives of the sector ie creative thinkers, volunteers in the arts, arts businesses and audiences.

The paper also provides information on the strategic framework in which the plan will sit to ensure integration across all of Council's service provision and planning.

This is a very exciting time for the Sunshine Coast. It is well documented that **artists in regional communities play a vital role in expressing and shaping cultural identity** as well as supporting community cohesiveness, development and wellbeing.

You are invited to join the conversation. A program of events and community conversations led by the arts community is currently in development. These conversations and **your feedback will inform the development of a 20-year Arts Plan for the region.**

Join the conversation visit www.sunshinecoast.qld.gov.au.

Message from the Chair of the Sunshine Coast Arts Advisory Board



Collette Brennan
Chair, Sunshine Coast Arts Advisory Board

The Sunshine Coast region has a well-deserved reputation as a place where the arts are very much a part of the rich, cultural fabric that connects and invigorates our community of communities.

The Arts Advisory Board will:

- build on this strong foundation of diverse arts and cultural activities across the many communities that make up the Sunshine Coast
- plan for sustainable growth and innovation within the arts sector
- ensure our strategic planning and associated activities provide benefit for artists of the region, arts lovers, and communities generally

On the Sunshine Coast, the development of an arts focussed strategic plan will be key to unlocking this potential. The process commenced in 2016 with the Sunshine Coast Arts Advisory Board coming together to think about what this type of plan might actually look like and what might constitute a compelling and ambitious vision for the plan's 20 year life span.

Members of the Sunshine Coast Arts Advisory Board, who were selected and then endorsed by council in June 2016, have worked to inform this discussion paper over a series of workshops, meetings and interviews. The paper is aimed at sparking community conversation and seeking

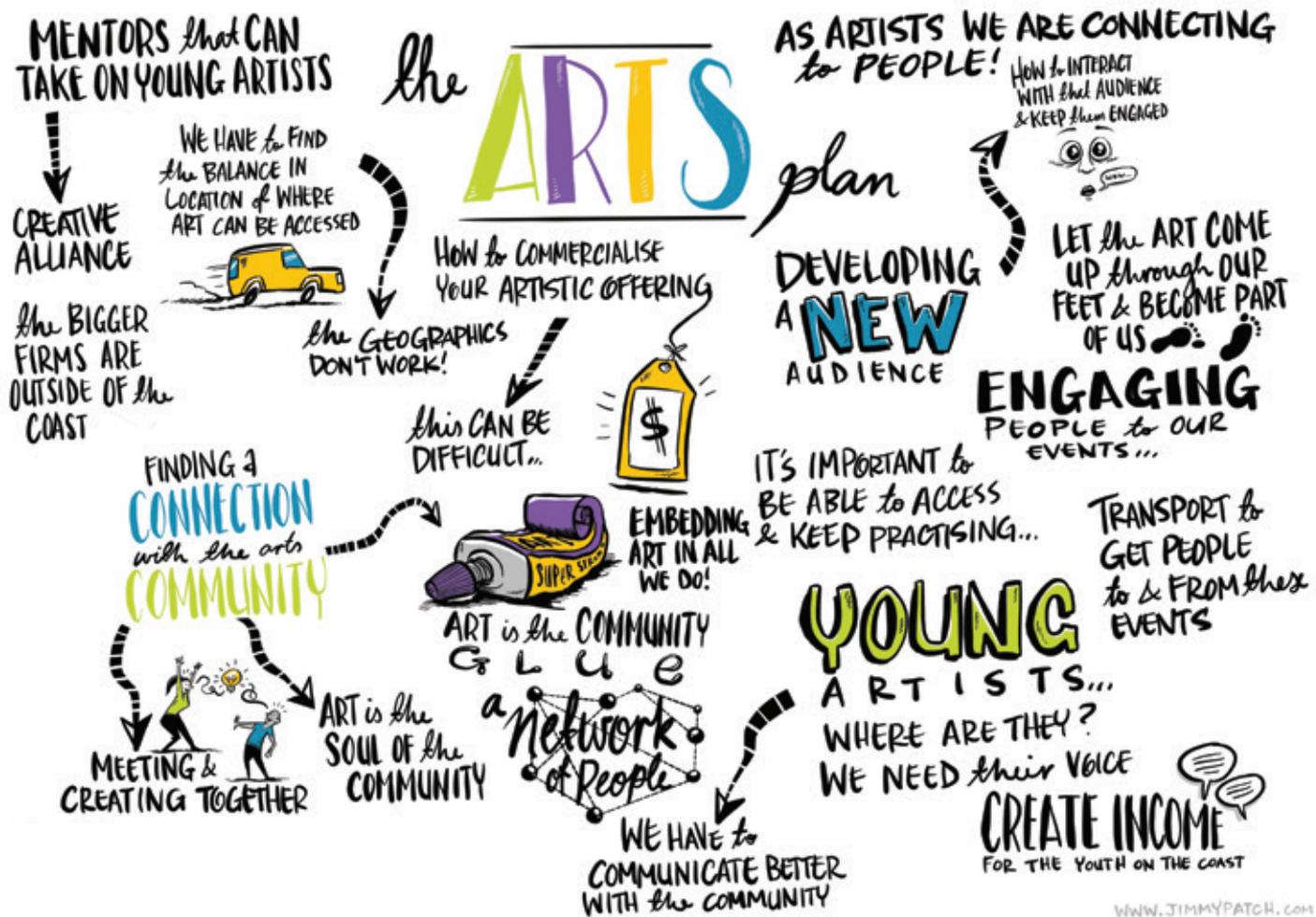
engagement on the journey to drafting the region's first Arts Plan. It begins to define the vision, the goals and the strategies that will help council to support and grow arts programming, cultural infrastructure and investment. The paper also provides information on the strategic framework in which the plan will sit to ensure integration across all of Council's service provision and planning.

This is a very exciting time for the Sunshine Coast. It is well documented that artists in regional communities play a vital role in expressing and shaping cultural identity as well as supporting community cohesiveness, development and wellbeing.

That is why we need you to be part of the conversation, as this discussion paper is only a starting point, and can't meaningfully move forward without you.

The Board is now looking to the arts sector in the first instance, to add to the discussion which will then provide the framework for the Draft Sunshine Coast Arts Plan 2017-2037 for community consultation. Once the plan is endorsed it will become council's guiding document for strategic arts planning on the Sunshine Coast.

Please join us in creating this ambitious and exciting plan for the future of arts in our region.



WWW.JIMMYPATCH.COM

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1. Purpose

This discussion paper proposes a strategic direction for further developing and supporting the arts on the Sunshine Coast.

It looks at the current situation, in the broadest sense, in relation to the arts. It references known data - existing council activities that link to the arts including grants, programs and facilities.

It also begins to establish a direction for arts on the Sunshine Coast resulting from an intensive facilitated program of workshops, discussions and interviews with the Sunshine Coast Arts Board which started in November 2016.

This discussion paper has been prepared as a conversation starter. The discussions and feedback resulting from these conversations and captured via the formal community engagement program will inform the development of council's first Arts Plan.

The Plan, when finalised, will provide council with:

- a clear vision
- a set of principles
- timely actions to focus efforts on developing and supporting the kind of arts environment that makes the region a vibrant, supportive and nurturing place for new and established artists to live and practice
- a destination for audiences seeking contemporary/arts experiences.

Importantly, the Arts Plan will contribute to a rich and diverse arts sector for local communities and visitors to enjoy.

2. Who is the plan for?

The proposed aspirational vision for the arts on the Sunshine Coast evolved as the Arts Board discussed how the plan would focus on the artist/arts sector.

This artist-centric focus was in response to both the Board's professional experience and the stories they heard from Sunshine Coast based professional artists and sector workers/planning specialists during the workshops. **This artist-centric approach acknowledges that the sustainability of the sector needs to be artist and/or industry driven.**

It acknowledges that the sector is the expert in relation to arts practice; that the sector is best placed to determine its strengths and identify gaps, and that it is the creative process of making and producing works and programs that stimulate (the ripple effect) current and new practitioners and reaches audiences.

Once completed, the plan will be a road map for council, providing the strategic direction and vehicle to achieve its corporate goals in relation to healthy, smart and creative communities.

Council's role in delivering the actions in the plan will be to help stimulate, engage and enable the arts sector to develop, grow and thrive.



Nambour Pedestrian Link Mural.
Artists David Houghton and Adam Lewczuk.

3. Vision and values

Sunshine Coast Council supports the development of the arts sector (including artists, practitioners, organisations, and audiences) through the provision of cultural infrastructure, guiding policy, grants, programs and initiatives.

In developing the discussion paper, the Board was challenged to articulate an overarching vision for the arts on the Sunshine Coast. **The vision will provide an aspirational focus for the arts in this region.**

This discussion started with one guiding principle for the plan which was articulated as being:

“The arts are central to the lives of the Sunshine Coast Community.”

In developing this principle, the discussion by the Board covered the plan’s focus in relation to who is at its centre and the underpinning values that were emerging in relation to the arts and the arts community.

The discussion, which centred on trying to understand what a 20 year plan would achieve over its life, identified the need for council’s *Sunshine Coast Arts Plan 2017-2037* to be committed to actions that would (summarised):

- stimulate the Sunshine Coast’s arts sector
- create opportunities to build a strong community of artists, arts practitioners and arts organisations
- communicate and showcase the value of the arts to the region’s well-being, city planning and economy
- actively explore partnerships and collaborations that provide learning and development opportunities for artists/within the arts
- grow participation in the arts
- invest in the arts, including the places where the arts are made and showcased.

In light of these high level objectives the Board identified a possible vision for the Arts Plan.

The Sunshine Coast – a place where ideas are nurtured to transform lives

OR

The Sunshine Coast – a place where the arts stimulate and nurture ideas to transform lives

OR

The Sunshine Coast – a place where the arts stimulate and nurture ideas to excite, captivate and transform

The vision statements were identified as best reflecting the intent of the values but were stimulated by a brainstorm of words, phrases and ideas including:

- To be an artistically/arts focussed region – a place to explore, create, innovate, showcase.
- Sunshine Coast – creating spaces to experience, stimulate and incubate the arts/to become a great artist.
- The Sunshine Coast is a place where the arts reflect a smart, creative region.
- The Sunshine Coast – a place recognised for arts excellence.

- The Sunshine Coast – a region where the arts excite, captivate and transform.
- Striving for/to be a more diverse, creative and artistic region.
- The Sunshine Coast – infusing the arts/creativity into everyday life.
- The Sunshine Coast – growing/striving for a reputation as a place for the arts.

As the vision sets the aspirations for the plan, it is anticipated that there will be a continuing discussion and refinement of the vision through engagement with the arts sector.

4. Context

The Sunshine Coast region is known locally, nationally and internationally, more for its beaches and the tourist experience, its natural environment and lifestyle, than it is for arts and culture.

While this lack of profile for the arts and Australian artists is not specific to this region and is recognised as a national issue, there are opportunities to shift this profile and **enable the arts sector on the Sunshine Coast to become not only more visible but an integral part of living on the Sunshine Coast.**

Sunshine Coast Council currently offers a range of opportunities for artists to grow and develop via grants, programs and festivals for artists and members of the community to engage in arts and cultural activities.

Arts infrastructure provided by council includes, but is not limited to, libraries, a gallery, performance spaces and community education spaces.

It is important to recognise that while council does not own or create the cultural environment, it plays an important role in supporting the conditions and finding opportunities for the arts and the arts community to flourish.

A dedicated, long-term Arts Plan will provide this supportive framework.

It will build on the region's existing

strengths within the arts by providing a 20-year road map to encourage a richer, more developed arts and cultural ecosystem within the region.

In looking toward the wider arts funding landscape for inspiration and benchmarking, the **Sunshine Coast Arts Advisory Board looked to the vision of The Australia Council for the Arts** - the Australian Government's arts funding and advisory body. The focus of the Australia Council for the Arts is on increasing the visibility of Australia's vibrant arts and culture and to recognise the evolving way that Australians make and experience art. It describes its role as supporting 'the unimagined along with the reimaged, the unknown and experimental along with the keenly anticipated'. The Australia Council describes itself as a champion for Australian arts both here and overseas, investing in artistic excellence through support for all facets of the creative process and is committed to the arts being accessible to all Australians.

Similarly, the **Sunshine Coast Arts Plan seeks to complement the work of Arts Queensland**, which was established by the Department of the Premier and

Cabinet to help grow a vibrant and sustainable arts and cultural sector in Queensland.

The development of the Arts Plan will consider the reasons why this region is attractive to the arts sector and work to identify, stimulate and grow not only the sector, but the region's profile and reputation as a place where the arts (artists, artistic ideas and experimentation, artistic products) are nurtured, valued and developed in a way that transforms the Sunshine Coast and the communities that live in, move to and visit the region.

With regard to the region's visitors, our outstanding natural assets and attractions make the Sunshine Coast one of Australia's most desirable visitor destinations. Both domestic and international visitor numbers are increasing, with overseas tourists spending more nights and more money in the region. Recent International Visitor Survey results showed record expenditure on the Sunshine Coast, an increase of 26.7% in 2015/2016 on the previous year. This is an important consideration in the development of an Arts Plan and driving a creative economy.



While council does not own or create the cultural environment, it plays an important role in supporting the conditions and finding opportunities for the arts and the arts community to flourish.



Also of importance in the development of a regional plan is the Sunshine Coast's proximity to Brisbane. Being less than 100kms from one of Australia's largest cities means that we benefit from an approach that allows people who live and work in our regional area to have great local opportunities, while at the same time accessing metropolitan arts markets and services.

Consideration needs to be given to proximity to a large city inasmuch that residents from the Sunshine Coast benefit from easy access to Brisbane, specifically higher order arts services and infrastructure. Therefore, the plan will need to be one focussed on supporting and providing arts services and facilities that define our region's success, while capturing our distinct specialisations that complement the economies of the capital city.



Horizon Festival 2016.



5. What are the arts to us?

UNESCO (2001) defines culture as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs.

The Australia Council (2014) described the arts as the development and research arm of culture: artists who are experimenting with new ways to look at the human experience.

It is proposed that the Sunshine Coast Arts Plan support this Australia Council description of the arts to define its

scope. In particular, for the ability of this definition to describe the relationship between art and culture.

This means that, considering the definitions described by UNESCO and the Australia Council and the subject matter already covered in a range of endorsed Sunshine Coast Council plans and strategies (refer to Section 16 – Planning Context), including the *Sunshine Coast Heritage Plan 2015-20* and *Regional Economic Development Strategy 2013-33*, which encompass some of the cultural and related domains as identified in the UNESCO Framework.

It is proposed that the Sunshine Coast Arts Plan will define the arts as being:

- Performance and celebration
- Visual arts (including crafts)
- Literature and text based works
- Audio-visual and interactive media (specifically film making, video and TV via all technologies)
- Community arts and cultural development (specifically the creative processes and relationships developed with community to make the art that defines it, not the art form or genre)

Cultural Domains						Related Domains		
A	B	C	D	E	F	G	H	Intangible Cultural Heritage
Cultural and natural heritage <ul style="list-style-type: none"> • Museum (also virtual) • Libraries • Archeological and historical • Cultural • Natural heritage • Archiving and preserving 	Performance and celebration <ul style="list-style-type: none"> • Performing arts • Music • Festivals, fairs and feasts 	Visual arts and crafts <ul style="list-style-type: none"> • Fine arts • Photography • Crafts 	Text-based work <ul style="list-style-type: none"> • Books • Newspaper and magazine • Other printed matter • Social media • Libraries (also virtual) • Book fairs 	Audio-visual and interactive media <ul style="list-style-type: none"> • Film and video • TV and radio (also internet live streaming) • Internet (podcasting) • Social media • Video games (also online) 	Design and creative services <ul style="list-style-type: none"> • Fashion design • Graphic design • Interior design • Landscape design • Archetechural services • Advertising services 	Tourism <ul style="list-style-type: none"> • Charter travel and tourist services • Hospitality and accommodation 	Sports and recreation <ul style="list-style-type: none"> • Sports • Physical fitness and well-being • Amusement and theme parks • Gambling 	Indigenous Culture Education and training Archiving and preserving Equipment and supporting materials

Figure 1: UNESCO 2009 Definition of Cultural Domains

6. Trends

National research on participation in the arts by the Australia Council in 2014, indicates that arts are more important than ever to the Australian community.

It showed that:

- 19 out of 20 Australians engage with the arts
- 85% of Australians think that the arts make for a richer and more meaningful life
- 48% of Australians make art

“Generally, the research indicates that developing, participating and providing access to the arts, makes for cohesive communities, and helps improve community health and well-being, inclusivity, shared identity, culture and pride.”

Globally, the trends being seen in cities and regions seeking to enhance their economic performance, liveability and competitive standing, while providing a supportive framework for artists (which in the broadest sense includes visual and performing arts, writing and publishing, architecture and urban design, digital/multi-media) have been towards implementing two main strategies:

- Attracting artists and arts businesses – providing/creating opportunities for jobs/employment for the people who drive innovation, technology, knowledge and creativity in their economies: and
- Leveraging local arts and cultural assets – to attract inward investment and export earnings, grow tourism and local jobs.

7. Sunshine Coast Demographic Snapshot

The Sunshine Coast is Australia's 10th largest urban area, with population and economic growth above the national average and forecast to continue. The Sunshine Coast local government area has a population of just under 300,000 people and this is forecast to grow to almost 500,000 within 20 years.

The region's economy continues to outperform the rest of Queensland, with an average annual economic growth rate for the last 15 years at nearly 4.1%. In its National Infrastructure Plan released in February 2016, Infrastructure Australia identified the Sunshine Coast as one of five city-regions (in addition to the state capitals) which will drive the future productivity of the national economy.

Population growth: The Sunshine Coast is one of the fastest growing regions in Australia. A development boom in the 1960s and 1970s helped the Sunshine Coast expand as a holiday destination. Rapid growth occurred from the 1980s with the population more than doubling in 20 years from 118,000 in 1986 to 287,000 in 2006. Significant population increases are anticipated in the region with the roll out of new housing developments in Caloundra South (Aura), **Maroochydore CBD and Palmview (Harmony) which are planning for a total of more than 60,000 residents.** These types of developments place pressure on the delivery of social infrastructure such as new schools (for example, the school age population will jump from 63,000 to 95,000).

An ageing population: Currently, the region's age profile departs significantly from Australian averages in some categories. The 65 years+ category represent 18.2% of the Sunshine Coast population, compared with 14% of Australia's population. The Sunshine Coast also has an over representation of 55-64 year olds. **In the next two decades the number of people over the age of 65 is predicted to more than double** (from 47,554 to 100,774), while the number of people over the age of 85 is likely to almost treble. However, there is also strong growth expected in the younger generations as the region grows and opportunities to work and live in the region are developed.

Youth under represented: There is an under representation of some cohorts of young adults who tend to leave the region in search of education, employment, opportunities or to broaden their worldview and experience. For example, **for young people in the 18-24 age group, more people left the region than came into it.** In illustrating this trend, ABS (2011) statistics revealed that the highest proportion of people in this age cohort were located in Sippy Downs and in the regions' major central business districts.

Education growth: The Sunshine Coast currently has 88 schools, one university and five TAFE campuses contributing towards education provision in the region. There is some anecdotal evidence that the school system is close to capacity. **By 2040 anticipated growth in school age populations would suggest an extra 14 new schools will be required** (or equivalent to one new school every two years). Based on the population scenarios, a substantial investment will need to be made in education facilities to meet demand. Educational opportunities and engagement of young people are key considerations for the Arts Advisory Board in their thinking.

Digital access: The Sunshine Coast is well placed to benefit from the continued growth in the digital economy. Already, 85,167 households (73% of occupied households. Source: 2011 Census) are connected via broadband with a total 78.9% of occupied households having some form of internet connectivity. This is higher than the national average of 76.8% in total and 69.9% for broadband.

Economic growth: The Sunshine Coast has a Gross Regional Product of more than A\$16 billion (2014-15, AEC Group) – and is now one of the largest regional economies in Queensland. It has had the second-highest performing regional economy in Queensland for the last two consecutive years (State of the Regions 2015-16). **The region had an average annual economic growth rate of 4.09% from 2002-2015 – higher than the national economic growth rate of 3.04%** (International Monetary Fund 2013 and NIEIR 2015). There is more than A\$2.5 billion in major infrastructure projects and more than A\$8.5 billion in private investment already underway or in the pipeline.

Investment: The Sunshine Coast region **is experiencing unprecedented investment interest** with more than \$A2.5 billion in direct capital investment in public infrastructure and in excess of \$8 billion in private sector investment. This mix is set to transform the Sunshine Coast economy, employment market and mix of public and private facilities and includes:

- A new Central Business District being built on a 53-hectare greenfield site within the existing urban centre of Maroochydore, in the geographic heart of the Sunshine Coast region and just one kilometre from the beach. This site has been declared a Priority Development Area by the Queensland Government and includes a 3.6 hectare site dedicated for the purpose of developing a premium hotel and entertainment, convention and exhibition facility;
- The Sunshine Coast Airport is being expanded (completion by December 2020) with the addition of a new runway that can accommodate larger, more fuel efficient aircraft, enabling the establishment of direct flights that can access major ports in Australia, Asia and the Western Pacific;
- A \$1.8 billion tertiary teaching hospital – the largest health infrastructure project in Australia at this time, which will create more than 4,000 new jobs at full capacity and will open progressively from March 2017;
- The University of the Sunshine Coast – Australia’s fastest growing university – is continuing to grow, with an \$81 million expansion completed in 2015; and
- A \$400 million redevelopment of the region’s major retail centre, Sunshine Plaza, which commenced in September 2016.

Business confidence: The Sunshine Coast has the **highest levels of business profitability and total sales and revenue of any region in Queensland** (CCIQ Westpac Pulse Survey, December 2015). More than 60% of businesses in the region were expecting an increase in profitability in 2016 (Sunshine Coast Business Survey, September 2015). There are almost 30,000 registered businesses across the region.

Tourism expenditure and visitation: The region has experienced 10.6% growth in tourism visitation between September 2013-2015 and a 9.4% increase in holiday visitors for the year ending December 2015, with almost 8.5 million visitors in 2015 (Tourism and Events Queensland). This resulted in almost A\$2.5 billion in overall direct visitor expenditure, with the region ranked in the **top 10 of all Australian tourism regions for tourism expenditure from 2014-2015** (Tourism Research).

Caloundra Music Festival.



8. Snapshot of the arts sector and infrastructure

In the first half of 2017, Urbis (consultancy) was commissioned by Sunshine Coast Council to undertake a cultural mapping process of the Sunshine Coast arts and culture sector. This process was a desktop analysis undertaken primarily to inform the development of the Sunshine Coast Arts Discussion Paper and to assist the Sunshine Coast Arts Advisory Board to understand the local context. A survey of the sector was undertaken to further inform the cultural mapping investigation.

The aim of the cultural mapping investigation was to provide a very high-level snapshot of the arts sector on the Sunshine Coast, identifying:

- Infrastructure and facilities (private galleries, public galleries, rehearsal spaces, performance spaces etc. – not including community halls etc);

- Profile of workers — income, location, distribution networks;
- Profile of local and regional arts and cultural bodies, groups and organisations;
- Educational offerings — courses and students/tertiary;
- Funding;
- Arts and cultural ‘hot spots’ across the region;
- Infrastructure that supports the production and presentation of arts and cultural activities;
- Barriers to success; and
- The aspirations for the future of arts and culture on the Sunshine Coast.

Some of the limitations of the cultural mapping process included that, as a preliminary investigation, it used a desktop analysis with a limited scope and budget. It provided a snapshot

of information available from council and public sources. The online survey was used to capture information about the local arts and culture sector and provide a more current picture. While the response rate was high (over 400 responses), it is not possible to determine if the results are fully representative of the sector on the Sunshine Coast.

However, one outcome of this study recommended that a further, more detailed analysis of the profile and diversity of arts and culture in the region would enhance evidence-based decision-making into the future and help in prioritising actions and funding approaches. It is anticipated that this detailed, but valuable, piece of work may be identified as an action in the final Sunshine Coast Arts Plan.

The full URBIS report is available as Attachment 1 of this discussion paper.

Barriers

- Access to affordable and suitable studio and exhibition and sales spaces;
- Lack of artistic ‘community’ for support and networking;
- Lack of coordinated approaches to marketing, sales and exhibitions; and
- Lack of funding and support.

Opportunities

- Supporting the sector that creates art and cultural experiences - The Artist
- Developing the audience — The Market

Future aspirations of the arts sector on the Sunshine Coast

- A recognition of the importance of arts culture to a community/region and a focus on building the Sunshine Coast into a vibrant arts community;
- A collaborative approach both within the sector and supporting organisations;
- More exhibition and performance spaces, more diversity/funding/opportunities; and
- A comprehensive directory of artists, galleries, cultural events, performances.

Priorities for the next 20 years

- Increased investment in infrastructure i.e. new galleries, libraries, venues, studios, workshops (71%);
- An increased focus on the development and support of community based arts associations or groups (59%); and
- Improved, increased and accessible public and private grant funding opportunities for the arts (55%).



Gaps in knowledge

- Sector scan: while information on council owned facilities and services is current and extensive, the picture of private arts and cultural facilities, services and artists is limited. A comprehensive sector scan would inform a broader understanding of the sector as it relates to current and future needs;
- Cultural tourism: visitor numbers into the region for arts and cultural events (e.g. live music performance, art exhibition, festival);
- Arts communities of interest: any existing groups, organisations,

collectives, communities that can be identified and — where appropriate — act as representatives for others in the industry; and

- Support mechanisms: an analysis of best practice or models of support (in addition to funding) that demonstrate beneficial outcomes for artists and arts organisations in the region.

In summary, the results of the arts sector survey supported the discussion, direction and advice provided but the Arts Board and further developed in this discussion paper.



Caloundra Regional Gallery.

9. Strategic framework

The Arts Plan discussion paper is a key step in informing the Sunshine Coast Arts Plan.

The Board's briefings have included information on the current strategic framework the Arts Plan will need to sit within and the basic alignments to current strategic planning to set some parameters.

This scene setting was also aimed at encouraging broad thinking. While this

section contains the initial thinking of the Board, it is a conversation starter and it is now time for the region's arts sector to use the paper to have an informed discussion/debate about the development of an Arts Plan that is both visionary and achievable.

The Sunshine Coast Arts Plan, will sit within a suite of complimentary documents. This hierarchy is outlined in the graphic below.

Sunshine Coast Council has endorsed a number of plans and strategies and made decisions that will all need to be considered as part of the Sunshine Coast Arts Plan development.

The main planning documents are outlined in the further reading section of this paper which starts in Section 8. Planning Context.



Council has endorsed a number of plans and strategies and made decisions that will all need to be considered as part of the Sunshine Coast Arts Plan development.



10. Objectives of the plan

The arts and the arts sector on the Sunshine Coast face a number of issues that, depending on how they are managed, may present both **challenges and opportunities to the sector and the region**.

An Arts Plan needs to identify and address these issues.

The Arts Advisory Board, in preparing this discussion paper and thinking about a 20 year strategic Arts Plan, took a high level look at the range of issues facing artists, the sector and arts audiences here on the Sunshine Coast.

They agreed that the purpose of the Arts Plan would be to identify factors that would:

- Galvanise the arts sector and its stakeholders.
- Harness resources in the region to better support the arts.

- Set a high level direction for the arts, with clear outcomes – and allow council and the sector to operationalise the direction via strategies and actions.
- Inspire, excite and stimulate the arts sector.

The Board also considered existing planning documentation in relation to proposed infrastructure, development and expansion.

For example, the Board was asked to consider the impact and opportunities of two major projects namely the draft Caloundra Centre Masterplan and the Maroochydore CBD development – both of which describe infrastructure which have the potential to provide the spaces that have begun to be identified as necessary to stimulate and support a creative region.

While the location and design of these facilities is subject to further investigation, a new art gallery, museum or performance space could be provided in conjunction with identified infrastructure such as a new library.

These types of commitments by council in Caloundra for example, already position Caloundra as a location for arts to grow and develop, providing community, cultural, civic and educational activities which attract locals and visitors to the region.

Noting these decisions and the opportunities they provide, the Board's facilitated discussion was an important process for identifying the key objectives of the Arts Plan.



Wearable Art. Horizon Festival launch 2017.

11. Key challenges and opportunities

A session on identifying the issues that the region faces as it begins to develop the Arts Plan provided a starting point for the Board. A matrix of the gaps, issues and opportunities is attached at **Appendix 2 – Key Challenges and Opportunities.**

The discussion in relation to issues and possible opportunities acknowledged that stakeholders will likely identify further challenges and opportunities from their own experience and knowledge of the arts sector. An extensive targeted stakeholder consultation with the arts sector will seek to draw out additional gaps, challenges and opportunities.



12. Outcome areas and goals

The outcome areas on which the Arts Plan will focus were defined by the Board after extensive discussions focussed on identifying the issues that the industry currently faces on the Sunshine Coast, by international trends in arts planning and by high-level strategies to address these issues (see Appendix 2 - Key Challenges and Opportunities).

These outcome areas are not mutually exclusive but are interrelated and need to be managed through an integrated and cooperative approach from across council, the community and the arts sector.

The Board agreed that the most successful strategic plans i.e. the ones that deliver, are plans that:

- Stimulate;
- Enrich;
- Provide insights;
- Appreciate cultural diversity; and
- Enable a sense of belonging.

With that in mind, the Board's discussion and questioning covered a range of challenges and opportunities (outlined in Appendix 2). A summary of the outcomes and potential opportunities identified include:

- The lack of fit for purpose spaces for artists to make. What does such infrastructure look like, where will it be located, and how do you provide for everyone's needs?
- A more strategic approach to market development to enhance opportunities for artists, the arts sector and the local economy more broadly.
- The important role of place and people and of enabling both of these to accelerate programs and increase the arts sector's profile locally, nationally and ultimately, internationally.
- The need to actively integrate the arts and artistic expression – to enable it to influence everything from sporting

events, festivals and celebrations to planning and development. Specifically, in relation to new developments, master plans, building and landscaping design.

- The need to leverage the environmental credentials and natural and scenic amenity of the region and how the arts fit within and take advantage of this context.
- The need to connect diverse communities of artists, arts industries and audiences to enable greater collaboration and opportunities within and beyond the region, while still retaining a sense of a regional identity – e.g. a 'community of communities.'
- The desire to actively encourage and develop the arts practitioners of tomorrow within our region.

The Board's discussion led to the articulation of possible outcome areas and goals.

Outcome	Goal
People	The arts, their value, diversity and significance, are embraced by the community in everyday life.
Program	Best practice and innovation are valued and actively encouraged in the pursuit of world class content.
Place	Our diverse environments and spaces inspire creativity, encourage experimentation and celebrate our uniquely Sunshine Coast culture.
Promotion	The arts are celebrated and enjoyed through increased visibility, creative expression, exhibitions, events, festivals, education and sector development.
Partnerships	Partnerships are proactively identified and pursued to facilitate arts sector growth and development.

13. How do we get there?

The outcome areas identified by the Board ignited a discussion around how these would or could be achieved within a regional Arts Plan. These would be described as strategies in the plan, with each outcome area having one or more actions and would provide direction to the operational arm of council in relation to the actions that would be required to achieve the strategic outcomes.

Some strategies, not aligned to these outcome areas, were articulated by the Board as the means of achieving its vision.

The discussion clearly identified and considered the **need to play on the region's strengths when developing these strategies**. These strengths included:

- The region's extensive and diverse arts sector
- The influences of our natural environment
- A population growing in line with the development of economic opportunities within the health and education sectors
- New infrastructure - from community facilities and residential development to the city building programs already in the pipeline

- The high growth (greater than the national average) of small business and entrepreneurialism in the region.

The result was a series of responses, which could be developed into strategies, including:

- Provide opportunities that make the Sunshine Coast the place to be for artists
 - Affordable places for artists to live and work (studios and housing)
 - Offering artist-in-residence programs and other temporary residency opportunities
- Foster the network of artistic communities to develop centres of artistic excellence
 - Provide/develop a series of arts 'hubs' that allow the development of arts practice in more than one regional place
- Develop opportunities to showcase the region's artists to the world
 - Design/incorporate arts trails for visitors/tourism
 - Build a landmark building to showcase work of artists/architecture/design
- Actively seek opportunities to collaborate between the arts sector,

government, private industry, education and the community

- Collaborate with schools to develop and nurture the artists of tomorrow
 - Provide opportunities for philanthropists to engage with arts/artists
 - Research collaborations - art/science bio art, live art, socially engaged practices and new technologies. The opportunity to use art to explore ecology, sustainability, urban renewal, and other cultural issues
- Make the arts part of everyday life
 - Incorporate art in the design of public spaces

Obviously this list is not exhaustive however it opened up the discussion – it made the Board begin to think about how a vision for an arts focussed region could be achieved and about what it wanted to see for the arts on the Sunshine Coast by 2030.

The Board now wants artists and the arts sector to continue the conversation.

Dingle Wall. Artist Steven Bordonaro.
Caloundra



14. Where to from here

The Sunshine Coast Arts Plan – this discussion paper was prepared by the Board to help stimulate thoughts, ideas and conversations.

These conversations will be captured during a formal, targeted stakeholder engagement program starting in August 2017.

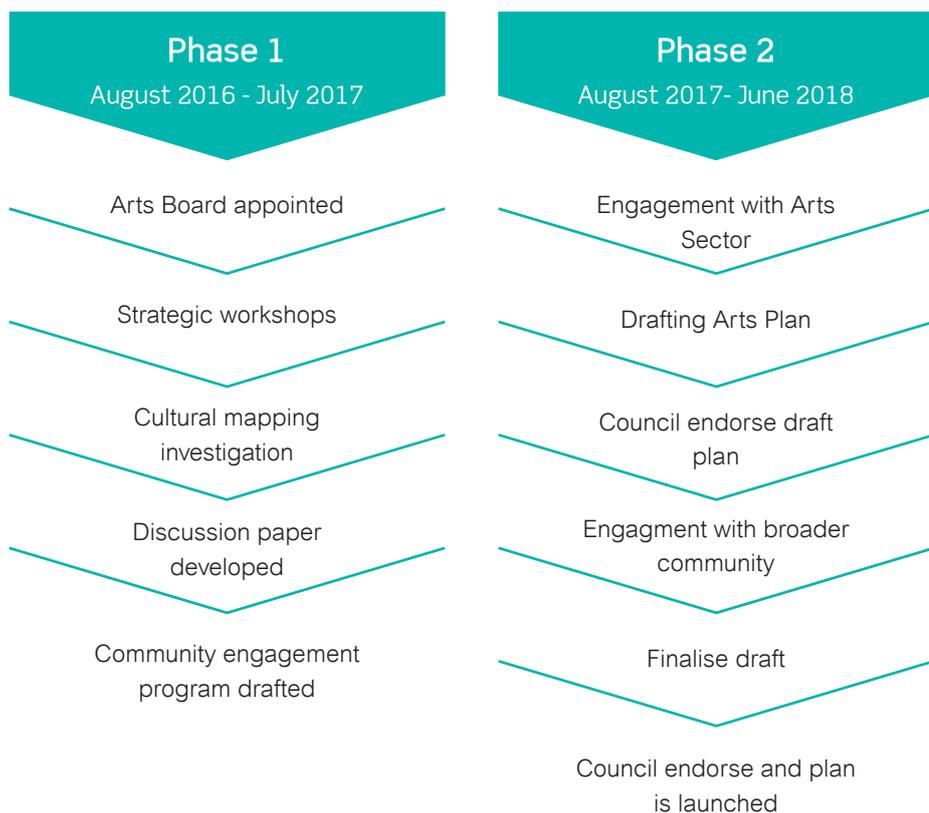
The discussions and feedback will inform the writing of the Sunshine Coast Arts Plan.

It is anticipated that the draft Arts Plan will be completed in early 2018 and

presented to Sunshine Coast Council for comment and endorsement as a draft before going out for wider community consultation.

The feedback from broader community consultation will be used to finalise the draft plan before going back to council for final endorsement.

The *Sunshine Coast Arts Plan 2018-2038* will then provide the direction for council led arts programs, infrastructure and services for the next 20 years.



15. How you can get involved

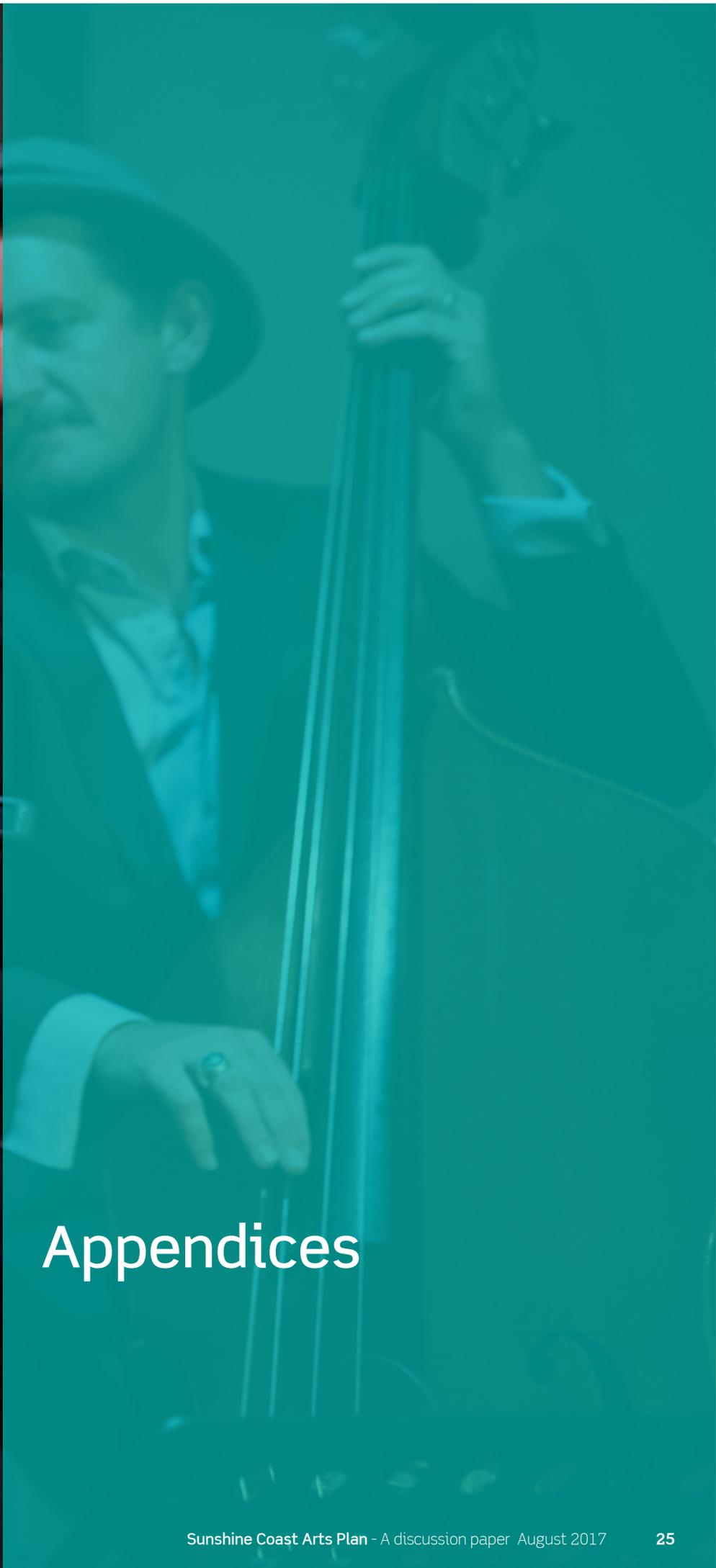
A range of community events, focus groups, surveys, discussion forums and performances will be held as part of the community engagement program. Make sure you visit council's website for the latest information on how you can get involved.



Juice & Jam, Sunshine Coast Creative Alliance.







Appendices

Appendix 1

Planning context

The following provides an outline of the current way in which government supports arts and culture on the Coast.

It is not an exhaustive listing but aims to provide some context to the proposed definition of the arts (and the need to avoid overlap of some subject matters or sectors that are already being addressed in other endorsed plans, policies and strategies).

Articulating what is in place also identifies the gaps, opportunities and challenges that the final 20 year Sunshine Coast Arts Plan will need to consider if it hopes to achieve its vision.

Since 2014, Sunshine Coast Council has endorsed a number of plans and strategies that will need to be considered as part of the development of a Sunshine Coast Arts Plan.

These documents contain actions that will be delivered according to established timelines and in line with annual budget deliberations.

Specifically, some of the plans identify infrastructure requirements that may influence/be influenced by the draft Arts Plan

These documents and decisions will influence and must be considered in the development of the Sunshine Coast Arts Plan.

Policy and legislative framework and alignment

National

The Australia Council was originally established as an independent statutory authority by the Commonwealth Government through the Australia Council Act 1975.

On 1 July 2013, the *Australia Council Act 2013* commenced, updating the

functions of the Australia Council. The Australia Council is accountable to the Australian Parliament and to the Government through the Minister for the Arts (currently Senator Mitch Fifield).

The Australia Council is guided by its *Corporate Plan 2016-2020* and its *Strategic Plan 2014-2019* and supports the Arts:

- Through grants which fund a range of arts activities including the creation of new work, collaborations, touring, productions, exhibitions, performances, publishing, recording, promotion, market development and audience engagement.
- The provision of multi-year funding to arts organisations across Australia that create and present work and service the arts and artists.
- Through targeted programs and strategic initiatives we support the arts sector and lead change where needed.
- By advocating for the arts sector and deliver original research and analysis to inform policy and strengthen the arts industry.

State

Arts Queensland, an agency of the Department of the Premier and Cabinet, was established to help grow a vibrant and sustainable arts and cultural sector in Queensland.

Guided by the Minister for the Arts (Queensland Premier Anastasia Palaszczuk), Arts Queensland provides:

- Support to the Minister for the Arts in setting the state government's strategic policy direction for arts and culture in Queensland.
- Facilitation in the delivery of the Queensland Government's arts and cultural priorities and administers

government investment in funding programs and capital works programs.

- Oversight of and reporting on the Queensland Government's investment in arts and culture and ensure the best use of public funds.
- Management of the state's arts and cultural assets, including Brisbane's Cultural Precinct, South Bank; 381 Brunswick Street, Fortitude Valley; Judith Wright Centre of Contemporary Arts; and Centre of Contemporary Arts, Cairns.
- Support for the governance and compliance of arts companies and arts statutory bodies in the arts portfolio.

The *Local Government Association of Queensland (LGAQ)* is the peak body for local government in Queensland.

The not-for-profit association was established solely to serve the state's 77 councils and their individual needs.

The LGAQ Policy pertaining to the remit of local government in the area of Arts and Culture states:

7.2.1 Delivering Local Arts and Cultural Outcomes

- 7.2.1.1 Local government recognizes that arts and culture contribute to the identity, wellbeing and resilience of local communities. Local government uses local and regional planning frameworks to identify and address local arts and cultural needs and aspirations, and achieve broader social, economic and environmental outcomes. Local government develops, funds and supports local institutions such as libraries, galleries, museums,

visitor information services and performing arts venues and, as such, has an important role in the development, renewal and maintenance of cultural infrastructure.

7.2.1.2 State and federal governments should include arts and culture in policies, programs and funding initiatives relating to regionalisation, urban planning and the development of facilities and infrastructure.

7.2.1.3 Local government calls on the State and Federal governments to support the development of arts and culture in regional communities through funding programs such as Regional Arts Development Fund and Regional Arts Fund and that funding for these programs should be maintained at least in real terms.

Local

• *Sunshine Coast Council Corporate Plan (2017-2021):*

The Sunshine Coast Council's Corporate Plan provides the overarching framework for all council programs, projects and activities. Council has embraced the long-term aspirational vision to be Australia's most sustainable region – healthy, smart and creative. The importance of these attributes in driving a sustainable region are well embedded within Council and our communities.

Our Goals

Strategic Pathways

The strategic pathways link the five goals to the transformational actions detailed in councils endorsed regional and supporting strategies.

Values

• *Sunshine Coast Social Strategy 2015 (aligned to Corporate Plan)*

Outcome: (Aligned to Corporate Plan)
Culture, heritage and diversity are valued and embraced

Key initiatives Continue to recognised and support opportunities which develop and grow the creative and cultural industries on the Sunshine Coast, positioning the region as a key destination for both industries.

• *Organisation Improvement Plan 2016/17*

An Organisation Improvement Plan, containing more than 100 actions, was developed by council in the lead up to the budget 16/17. The actions identified programs or projects for funding and delivery over a 1 to 2 year period.

It includes:

Action 63. *Investigate and trial incentives to build the creative and cultural industry on the Sunshine Coast in partnership with the Economic Development Branch and in collaboration with the Sunshine Coast Arts Advisory Board, local creative industry representatives, Visit Sunshine Coast and the Sunshine Coast Events Board.*

This investigation has commenced. The REMIX Summit held as part of the Horizon Sunshine Coast Festival of Arts and Culture (September 2016), was used as an initial avenue to engage with the arts and cultural industry. The summit included a discussion around incentives in the speakers' briefs. Feedback and survey results from the creative sector on this topic indicate access to infrastructure (i.e. affordable venue hire) and marketing support are key incentive for growth.

Sunshine Coast Council Corporate Plan (2017-2021)

A smart economy A strong community A healthy environment

Service excellence

An outstanding organisation

Goals

A strong community

In all our communities, people are included, treated with respect and opportunities are available to all.

- Safe and healthy communities
- Resilient and engaged communities
- A shared future that embraces culture, heritage and diversity
- People and places are connected

Strategic Pathways

Respect for each other Being our best Working as one team High standards Service excellence

Values

Early stage discussions with Arts Queensland on this shows promise for support and guidance.

-
- ***Sunshine Coast Regional Economic Development Strategy*** provides a 20-year vision and blueprint for sustainable economic growth. It identifies seven high-value industries in which to invest to achieve this vision. They include health and well-being; education and research; *professional services and knowledge industries*; tourism, sport and leisure; agribusiness; clean technologies; and aviation and aerospace. This work is strongly supported by council's Future's Board and the Sunshine Coast Events Board and it is an imperative that these Boards provide feedback as part of the development of an Arts Plan.

In relation to the development of the new Sunshine Coast Arts Plan, and the definition of arts the high value industry: professional services and knowledge industries include a number of sectors that may identify with the arts as per the UNESCO description for design and creative services.

How this is addressed is anticipated to be a key discussion in the stakeholder engagement program particularly as the Strategy is currently under review and may better capture some of these industries.

-
- ***Sunshine Coast Cultural Development Policy 2012*** guides council's contribution to cultural development and details the position and key priorities to enrich the cultural vitality of the region. This Policy is now reaching the end of its life and will be reviewed in the context of the new Sunshine Coast Arts Plan.
 - ***Sunshine Coast Heritage Levy Policy 2016 and Sunshine Coast Heritage Strategy 2015-2020*** directs investment in cultural heritage projects and activities that protect, conserve and respond to the region's emerging and most critical heritage challenges.

The Heritage Plan is particularly relevant to any discussion re arts and cultural infrastructure as it contains two specific actions, and the proposed timing for those actions, that may result in the development of regional cultural interpretive and collection storage spaces.

These actions provides opportunities for integration of arts infrastructure and must be considered if recommendations in the final Sunshine Coast Arts Plan also indicate the need for arts specific infrastructure.

-
- ***Sunshine Coast Libraries Plan 2014-2024*** guides the future form and function of the Sunshine Coast's eight libraries and two mobile libraries to continue to foster and support creative and cultural development initiatives and programs. The Plan is particularly relevant to any discussion related to arts and cultural infrastructure and any recommendations for such in the final arts plan.

The Plan outlines expansions of current libraries, specifically the Maleny Library and the Coolool Library, and identifies the need for new libraries for the new Maroochydore CBD and longer term proposals for Kawana (the home of the growing Health precinct and Hospital) and Caloundra South (the Aura development which will attract a population of more than 50,000 people (20,000 homes) over the next 30-40 years. Libraries in Caloundra and Nambour are also on council's radar for redevelopment, and the adoption of the Caloundra Centre Masterplan certainly gives prominence to the redevelopment of the Caloundra Library.

Consideration must be given, when undertaking the planning for this library infrastructure, to the role contemporary Libraries play around the world which is to provide holistic art and cultural services and experiences. (e.g. the \$45 m Geelong Library and Heritage Centre which includes heritage collections and interpretive spaces, the Singapore library which includes gallery halls and

performance spaces, the Adelaide library includes a community access visual art gallery, Gold Coast library at Helensvale includes performance spaces and digital work spaces etc).

www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Council-Plans/Sunshine-Coast-Libraries-Plan

-
- ***Reconciliation Action Plan (RAP) 2017-2019*** provides an opportunity for council and the community to continue to build its capacity to support and sustain reconciliation outcomes for the region. Today 1.6% of the population in the Sunshine Coast community identify as an Aboriginal and/or Torres Strait Islander person.

The RAP 2017-2019 aims to address the social, economic, cultural and environmental needs of our region. It provides:

- A practical framework for our organisation to realise its shared vision for reconciliation
- A plan of action built on relationships, respect and opportunities, and
- A plan for enabling social change and economic opportunities for Aboriginal and Torres Strait Islander people.

The establishment of a new RAP Working Group, consisting of key council officers including Indigenous staff, and an external First Peoples Advisory Committee, with representation from the local Aboriginal and Torres Strait Islander community and key stakeholder groups, will assist council in overseeing the implementation and future development of the RAP.

The Arts Advisory Board will turn to the Committee to seek arts and cultural advice on Aboriginal and Torres Strait Islander matters, it is anticipated that the committee, once established, will be a major stakeholder group for engagement in the development of the Arts Plan.

Action 9 in the RAP specifically requires council to incorporate traditional and contemporary Aboriginal and Torres Strait Islander Cultural activities into council's major creative events program.

-
- ***Sunshine Coast Community Events and Celebrations Strategy 2010*** articulates council's role in community events and celebrations that enliven and reflect the diversity of the region. This strategy is currently being reviewed. It will align to the Arts Plan.
 - ***Sunshine Coast Events Policy 2010*** articulates council's role in supporting, partnering and facilitating, and delivering events across the region.
 - ***Sunshine Coast Major and Regional Events Strategy 2013-2017*** guides council and the Sunshine Coast Events Board on building the region's competitive advantage to host major and regional events that boost our economy.
 - ***Council resolution: Film Incentive Scheme*** - A report to the Ordinary Meeting of Council in February 2016, in relation to the Film Industry on the Sunshine Coast requires the Sunshine Coast Arts Advisory Board to review a research paper by the AEC Group when developing the regions Arts Plan.

This work is now underway with the following ongoing activities:

- a streamlined permitting process to ensure quick turnaround periods for regulatory and permitting processes controlled by council (noting that the Community Land Permits team already provides 24 hours turnaround for film applications)
- the development of a Sunshine Coast film directory of locations, crew and facilities that is updated on an annual basis [www.sunshinecoast.qld.gov.au/](http://www.sunshinecoast.qld.gov.au/Experience-Sunshine-Coast/Arts-)

and-Culture/Film-Making-on-the-Coast

- any requests for council funding of film companies/productions are considered for funding under council's Community Grants or RADF programs in the first instance; or referred to the Economic Development Branch to be assessed in line with the Major Events sponsorship application process and with any recommendations for funding from this process be referred to council for consideration.

-
- ***Caloundra Centre Master Plan (and the Regional Gallery)*** is an imaginative plan to achieve greater activation, vibrancy, participation and connection within the Caloundra CBD.

It describes a Community and Creative Hub and proposes a catalyst redevelopment opportunity for significant mixed use development focussed around a new town square, develop a new library / art gallery, and continue to renew The Events Centre and other facilities, connect facilities with Bulcock Street and Bulcock Beach and embed the lush, subtropical landscape qualities into the design.

The Community and Creative Hub is intended to include the following functions:

- town square
- library/resource centre, art gallery and museum
- performing arts centre
- visitor information centre
- civic facilities
- community meeting spaces (district level)
- transit station and public car parking

https://s3-ap-southeast-2.amazonaws.com/ehq-production-australia/94801f410c4b46a7a3935f95a3f1fd9d7365f9c0/documents/attachments/000/041/575/original/Draft_Caloundra_Centre_Master_Plan.PDF?1473659587

-
- ***Sunshine Coast Performance and Community Venues Service Plan 2014-2019*** looks at how to bring the best value of performance and community venues to the region over the next fifteen years. The plan aims to provide a clear direction for five of council's key performance and community venues. These venues are:
 - The Events Centre Caloundra
 - Lake Kawana Community Centre
 - Coolum Civic Centre
 - Kawana Community Hall
 - Beerwah and District Community Hall.

The plan contains four desired outcomes to guide the future form and function of the five key performance and community venues. These are:

- The Sunshine Coast region is serviced by an efficient network of performance and community venues, which are well located and accessible to the community.
- The usage of Sunshine Coast performance and community venues is maximised.
- Sunshine Coast Council venues are designed and equipped to be resourceful, and to offer a high quality experience for the community.
- Venues which are owned and/or managed by Sunshine Coast Council are operated in a coordinated manner, which is financially responsible and efficient.

Appendix 2

Key challenges and opportunities

Gaps identified	Key challenges	Opportunities
Lack of Information: about the arts, the sector, its value	Need clarity about our point of difference (or specialisation) on the Sunshine Coast – nationally/internationally i.e. what would make professional artists establish their base on the Sunshine Coast (e.g. Environment (including initiatives such as solar farm) = green art opportunities, ‘smart city’, urban growth and market opportunities, infrastructure = arts using new media, University – arts education)	Commission further research into the sector that can provide a clear picture of what the arts sector look like where hubs of creativity exist on the Sunshine Coast, what are the gaps. Engage with the sector/networks creatively to strengthen relationships and the sharing of challenges. Engage with the arts sector to hear what they feel the culture of the coast is and what do they want the Sunshine Coast to be (in terms of the arts/Arts Plan).
Geographic spread of populations/ communities	Regional infrastructure cannot be ‘centralised’ – importance of the role of place and people. Each community needs to be clear about their point of difference – are they? How could this be achieved? How does this spread of arts offers and the need for the centralised hub take into account the significant spend and activity of tourists coming to the Sunshine Coast and their patterns of visitation across the Region? What is the tourist expectation as a customer in this space? Currently we live in a region without an obvious centre – there is no city hub. The arts industry is fragmented geographically – how can it be brought together? What is the role of the Maroochyore Priority Development Area with regard to this issue? What is the arts offer in this space and how does this interplay with the Caloundra Centre Masterplan and the Community and Creative Hub?	The ethos of community of communities – how do the arts become part of 37 villages. There is the need for a hub to act as a support to the 37 villages – enhance, not replicate or compete. There is a need for an identified central cultural precinct – which would engender confidence in the offer and courage to undertake the ‘trail’. The proximity of Sunshine Coast to Brisbane and our residents’ ability/willingness to access metropolitan and higher order arts markets and services - capture our distinct specialisations, how do we complement the economies of the capital city vs direct competition?
Funding limitations/ investment limitations	Lack of clarity about the role of Arts QLD and relationship between council and state funding initiatives including innovation funds, creative industries, arts funding. The impact of the change to the funding model utilised by the Australia Council – the existing Catalyst grants, the Major Festivals Initiative, and additional investment back into the Australia Council announced by the Minister for the Arts the Hon Mitch Fifield.	Broader mapping to understand what funding is available such as grants, corporate sponsorship, tourism, partnerships. Strengthen partnerships with state and federal funding bodies.

Collections – growing/ managing/ points of difference	Acquisitive arts prizes, gifts to council and active purchases to enhance the sophistication of the collection – what are our strategic/policy objectives on behalf of the region?	Visioning around the strategic/policy/point of difference considerations to inform the concept of a regional Collections Policy
Growing new/original works/cultural events	Acquisitive arts prizes, gifts to council and active purchases to enhance the sophistication of the collection – what are our strategic/policy objectives on behalf of the region?	Visioning around the strategic/policy/point of difference considerations to inform the concept of a regional Collections Policy
Growing new artists/ arts lovers (audience development)	Invest in improving the audience’s experience – find out what it is that excites them. Need to emphasise the role of place and people as opposed to buildings.	Greater understanding of what is driving local audience patterns and invest in what is important. Arts within schools – a big opportunity for local professional artists to teach/mentor, particularly given the increase in the number (or density) of schools required on the Sunshine Coast to meet population growth demands for young children. Supporting tertiary institutions on the Sunshine Coast to provide formal education/training for the next generation of artists and arts business. Look for partnerships to grow/sustain audiences.
Artists versus arts consumers – on which one should the plan focus?	Need to ensure a deeply engaged community	Whichever the focus, the plan needs to articulate the outcomes to all.
Lack of professional space for artists to make their art (purpose specific spaces)	Need a place to come together to take part in accelerated development programs – the region currently doesn’t have. Caloundra Events Centre only suitable space for dance on the Coast – high demand – no practice/ rehearsal/development space.	Spaces allow artists to come together – learning, mentoring, networking. Look for opportunities to use/reuse current buildings e.g. Judith Wright Centre - partnership approach. Look for opportunities to include spaces in new buildings being planned e.g. Gold Coast Arts Centre has studio spaces below where they cultivate artists/provide office space.
Arts infrastructure	Current facilities nearing the end of life and/or not meeting the needs of arts sector	The role of council in the development of asset management and renewal plans for arts/cultural facilities and the addition of new stock/facilities (i.e.: Sunshine Coast Entertainment, Convention and Exhibition Centre in the Maroochydhore Priority Development Area)
Partnerships	There is a need to identify who potential arts and culture interested partners may be within the Sunshine Coast and potentially the South East Queensland region	Identify partnerships that could act as a change agent – e.g. sports, business, science.

Appendix 3

Grants and funding

Sunshine Coast Council offers a range of grant programs aimed at developing and supporting community facilities, projects, programs, groups and individuals.

Over the past five years more than \$1.78 million has been invested in arts activities and organisations as part of council's grant programs. Table 1 and Figure 1 provide an estimated breakdown of grant program funding to individuals for arts projects and arts organisations. Note that 2012/13 figures include funding to organisations in the Noosa local government area due to the amalgamation of Sunshine Coast and Noosa local government which was in place at that time.

The Regional Arts Development Fund (RADF) is specifically focussed on supporting the arts in this region.

RADF supports cultural activity through the professional development and employment of arts and cultural workers in regional Queensland. RADF is a partnership between the State Government, through Arts Queensland, and Sunshine Coast Council. The funding arrangement is based on a 40:60 ratio.

Each year local councils bid for partnership funding and a written

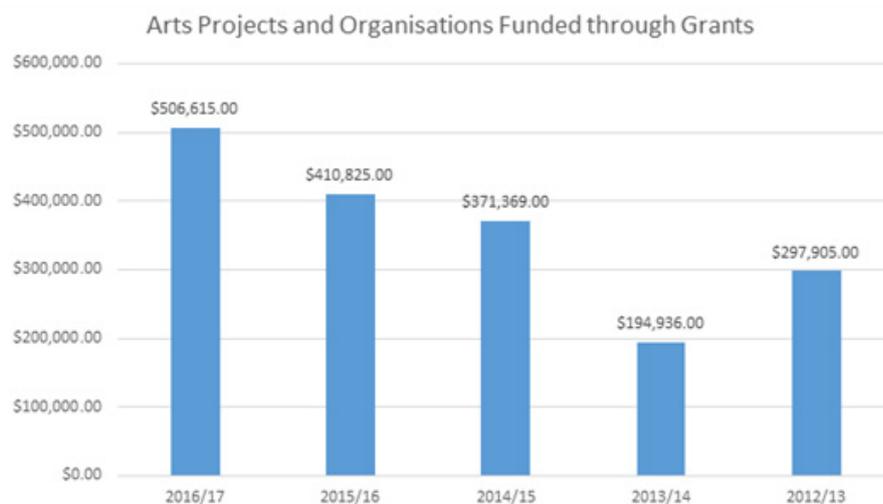


Figure 2: Arts Organisations funded through Council Grant Programs by Year and Valuerant Program

agreement outlines the process of expenditure for the funds. The 2016/17 RADF budget provides \$108,000 to support council managed strategic initiatives and \$167,000 for the RADF competitive arts grant program.

The Sunshine Coast RADF Committee assesses funding applications and provides recommendations in a report to council. The committee is made up of eight independent, external professional and arts industry representatives, resourced and supported by a council

officer and chaired by the Transport, the Arts and Heritage Portfolio Councillor.

Council also supports and funds the Sunshine Coast Creative Alliance

via its Community Partnership grant program and officer time. The Alliance is identified as the peak arts and creative association on the Coast and provides valuable access to one of the region's biggest network of arts and creative industry practitioners and supporters.

Grants to Arts Organisations and Individuals (Figures shown in '000)								Grants for Arts Projects by other organisations	TOTAL
	RADF	MAJOR	MINOR	INDIVIDUAL	CPFP	CDF	50th		
2016/17	\$214,903	\$73,693	\$27,646	\$2,400	\$55,563	\$48,742	\$20,800	\$62,868	\$506,615
2015/16	\$208,053	\$88,602	\$20,331	\$1,600	\$56,063	\$25,018	\$0.00	\$11,158	\$410,825
2014/15	\$164,408	\$40,490	\$14,163	\$2,900	\$43,065	\$31,090	\$0.00	\$75,253	\$371,369
2013/14	\$96,856	\$23,000	\$10,550	\$500	\$0.00	\$30,358	\$0.00	\$33,672	\$194,936
2012/13	\$200,076	\$48,218	\$10,511	\$300	\$0.00	\$0.00	\$0.00	\$38,800	\$297,905
TOTAL	\$884,296	\$274,003	\$83,201	\$7,700	\$154,691	\$135,208	\$20,800	\$221,751	\$1,781,650

Table 1: Arts Funded by Year and Grant Program

Appendix 4

Facilities, venues and programming

Council invests in and owns a large number of community venues, event spaces and arts/cultural programs and events. These include:

- Regional Art Gallery at Caloundra, including exhibitions and arts development programs/educational programs for all age groups.
- The Events Centre – Caloundra, the regional performance space for touring entertainment of all genres.
- Horizon Festival of Arts and Culture - an annual 10-day event celebrating local artists and performers and providing international experiences.
- Sunshine Coast Art Prize – annual acquisitive prize open to 2D artists across the nation.
- Sunshine Coast Art Collection – a growing collection of traditional and contemporary art with significance to the region and focussing on 2D pieces.
- Lake Kawana Community Centre - a multi-functional, diverse facility which provides a place for the community to create, express and celebrate. It provides performance spaces for hire, for both local and touring programs.
- Public art collection - in parks and street scapes developed as part of its master planning and landscaping processes, arts/cultural/community development programs.
- Cultural heritage exhibitions and events, which are directed by the Sunshine Coast Heritage Plan and funded by the annual heritage levy. Advice for this program is provided to council by the independent Sunshine Coast Heritage Reference Group which includes representation of the two local traditional owner group – Jinibarra and Kabi Kabi.
- Sunshine Coast Libraries provide spaces for local artists to exhibit. In the past two years, library refurbishments, designs for extensions to current libraries and planning for new libraries, have included purpose specific exhibition and in some instances, performance spaces.



Caloundra Regional Gallery.

Appendix 5

Sunshine Coast Arts Advisory Board

Sunshine Coast Council appointed the region's first Arts Advisory Board in 2016 to provide advice and direction for council to consider as it develops a strategic blueprint to grow the region's investment in the arts.

Following a nationwide expression of interest process, six highly credentialed art industry experts commenced on the Arts Advisory Board along with Mayor Mark Jamieson and Arts Portfolio Councillor Rick Baberowski.

The Board includes:



Collette Brennan (Chair)

Principal Sole Trader

Last updated: 9 August 2017

Collette Brennan has 20 years' experience in arts leadership and management.

Collette has extensive knowledge of arts based practices, issues and opportunities both locally, nationally and internationally. She is an arts consultant focused on national and international audience and market development.

Collette is currently the CEO of the Abbotsford Convent, Australia's largest multi-arts precinct.

Background and experience

- Director of International Development, Acting Executive Director of Arts Development and Director of Market Development at the Australia Council for the Arts
- Executive Director of Brisbane's internationally acclaimed contemporary circus Circa
- the founding Creative Director of The Edge, State Library of Queensland's program for children and young people

- General Manager of the Queensland Performing Arts Centre's Out of the Box Festival for 3 to 8 year olds
- Executive Officer of Youth Arts Queensland, the state's peak body for youth arts and cultural development
- Lecturer at QUT, in schools as a drama and history teacher
- Youth arts worker in a range of school and community contexts with children and young people.

Current committee memberships

- International Society of Performing Arts (ISPA) Board
- ISPA Fellowship and Governance committees

Panel member

- Arts Queensland Peer Assessor



James Birrell

Director/Owner - James Birrell Design Lab

Last updated August 2016

James has extensive experience in music and visual arts events and has networks with art curators, production, international artists, media organisations and illustrators.

Background and experience

James has experience in:

- events
- landscape architecture
- urban design
- furniture design
- art curation
- urban renewal and property development
- business ownership non-profit sector.

He has established several organisation's with the purpose of creating cultural revitalisation on the Sunshine Coast.

He also has a particular focus on generating investment and opportunities for young creatives and entrepreneurs.

Current board memberships

- President, Maroochydhore Revitalisation Association



Cr Rick Baberowski

Councillor - Sunshine Coast Council

Last updated: 3 August 2017

Cr Rick Baberowski was elected to the Sunshine Coast Council in 2012 after winning the seat of Division 1. He currently holds the portfolios for Transport, the Arts and Heritage.

Background and experience

Prior to politics, Cr Baberowski was a senior planner and coordinator of cultural development in local government for 10 years. He delivered a range of award winning projects including: The Caboolture Hub, The Seaside Museum on Bribie Island and the Q150 redevelopment of the Caboolture Historical Village.

Prior to that, he was a creative industries consultant working closely with his partner Karen Tyler for over seven years. Together they delivered a wide range of arts and cultural development projects across Queensland including Brisbane, Rockhampton, Mackay, Noosa, Mitchell, Logan, Caboolture, Narangba, Tingalpa and Redlands.

He has served on several arts sector boards and policy review panels and was the 2011 recipient of the Gallery and Museums Achievement Award (GAMAA) for individual achievement.

Council positions

- Portfolio: Transport, the Arts and Heritage
- Committee member: Sunshine Coast Light Rail Taskforce
- Committee member: Transport Community Group
- Committee member: Cycling Reference Group
- Committee member: Caloundra Aerodrome Community and Aviation Forum
- Committee member: Sunshine Coast Arts Advisory Board
- Committee member: Regional Arts Development Fund
- Committee member: Sunshine Coast Cultural Heritage Reference Group



Jennifer Radbourne

Emeritus Professor

Last updated: 3 August 2017

Emeritus Professor Jennifer Radbourne has extensive experience in performing arts and academia.

Background and experience

- Researched and published internationally in the areas of arts audiences, arts marketing, arts fundraising and business development in the arts.
- Developed Queensland's first Graduate Diploma in Arts Administration at QUT in the 1990's.
- Presented papers at arts management and cultural policy conferences in North America, Europe, the UK, and Asia.
- Former member of the Scientific Committee of the International Association of Arts and Cultural Management (AIMAC).
- Published three books: Arts Management – a practical guide (1996). The Audience Experience (2013) and Philanthropy and the Arts (2015).

- Provided consultancy to arts organisations in Australia and overseas, local and state governments, in arts governance, arts marketing and strategic marketing.
- Graduate of the AICD and a former member of the Sunshine Coast AICD Committee.
- Previous Board experience with APACA, QPAC, Qld Ballet, Qld Arts Council and Australian Institute of Arts Management.

Current board memberships

- President, Maleny Arts Council
- Member Sunshine Coast Grammar School Council
- Chair, Sunshine Coast Grammar School Foundation Pty Ltd



Kathi Holt

Executive Director - Nero Holt

Last updated: 7 August 2017

Adjunct Associate Professor Kathi Holt is an architect and urban designer with over 26 years teaching and research experience. Currently completing an Executive MSc in Cities at the London School of Economics, Kathi consults to government agencies, community groups and not-for-profit entities.

Specialising in urban space and placemaking she has extensive experience in bringing the arts and culture sector to communities.

Background and experience

- Organised key events for QLD Government's Heat Architecture program at the Peggy Guggenheim Museum in Venice.
- Organised the opening event for the Israeli Pavilion with Tami Dance Company (Israel) and QUT dancers.
- Worked with QLD State Government's Expo team, Brisbane City Council and QUT.

- Worked with key members to set up the governance structure for the RR-CRC as Bid Leader for the Resilient Regions Cooperative Research Centre.

Previous board memberships

- European Union-Australia ICI Education Mobility Program Advisory Board
- Board of Urban Design Alliance UDAL.

Panel member

- Innovative Health Hub advisory committee for RDA (Logan and Redlands)
- AURIN Expert Technical panel for Lens 4 Urban Housing
- AURIN Expert Technical panel for Lens 10 Innovative Urban Design – Demonstrator Project in Logan QLD.



Phil Smith

President - Sunshine Coast Creative Alliance

Last updated: 9 August 2017

Phil is an energetic, mid-career architect and urban designer with 26 years practice on the Sunshine Coast across a wide range of projects.

Phil is passionate about promoting the value of creative enterprise and artistic expression as drivers of innovation, business, culture and regional identity.

Background and experience

- Worked with pioneering local architects Gerard Murtagh, Lindsay and Kerry Clare and Gabriel Poole
- Established (with architect Liza Neil) the boutique, multi-award-winning design firm Gomango Architects in 1994 to explore new models of sustainable regional architecture
- Previously a Principal Urban Designer at old Maroochy Shire Council and Project Manager of the Maroochy CBD Master Plan project (2002-6)
- Joined architecture and urban design firm Deicke Richards in 2006 and has establishing their Sunshine Coast office

- Project Leader the design of the USC Business, Arts & Law Faculty Building (2016) and the Yeerongpilly TOD Master Plan for the State Government (2010-2014)
- Currently leads the design review team advising Qld Health on the Herston Quarter Redevelopment and advises the State Government on the Queens Wharf Project
- Co-authored The USC Seniors Infill Housing Research Project which won the 2012 QLD PIA Award for Cutting Edge Research and Teaching and was awarded the 2013 Australasian Research Award by IAP2.

Current board membership

- President of the Sunshine Coast Creative Alliance (Inc)

Panel member

- Sunshine Coast Council's Urban Design Advisory Panel
- Caloundra CBD Taskforce
- Immediate Past-chair of the AIA Sunshine Coast Region



Tracey Vieira

CEO - Screen Queensland

Last updated: July 2017

Tracey is currently the head of Screen Queensland and has a keen interest in the Arts.

She is experienced in cultural policy and works closely with cultural organisations such as QAGOMA, TEQ and QPAC.

Tracey was recently named the 2016 Telstra Queensland Business Woman of the Year at a prestigious award ceremony in Brisbane.

Background and experience

Tracey is a member of the AICD and has completed the company director's course. Tracey has also worked closely with the Minister for the Arts (Qld Premier), has strong relationships in the corporate sector with private investors and within State and Federal Government. Tracey is a previous Board Director with QMusic.

Current board memberships

- Board Director – The Arts Centre Gold Coast
- Board Director – RSPCA Queensland
- Board Director – MediaRING
- Board of Advisors - Australians in Film



Mayor Mark Jamieson

Last Updated: 3 August 2017

Background and experience

Prior to his election as Mayor in 2012, Mayor Jamieson enjoyed an extensive career of nearly 30 years in chief executive and senior leadership roles in media and publishing. He had strategic and operational responsibilities for customer satisfaction, staff development, business performance and shareholder growth.

Mark Jamieson has led a distinguished career in both the public and private sectors. He has approached all his roles with the personal ethos to not only do well, but do good.

Mark Jamieson has been the Mayor of the Sunshine Coast Council (the fifth largest local government in Queensland) since April 2012. He was re-elected for a second term on 19 March 2016 with 76% of the vote on a two candidate preferred basis.

He is reshaping the Sunshine Coast economy, strengthening community programs and supporting and building on the region's already outstanding environmental credentials.

This includes driving a major regional infrastructure program that has the most innovative mix of public and private investment opportunities in Australia. It is underpinned by a clear 20 year blueprint established for a new economy for the Sunshine Coast and which is already delivering results.

In October 2016 Mayor Jamieson became President of the Local Government Association of Queensland. Mayor Jamieson also sits on the Board of Directors for the Australian Local Government Association and the Council of Mayors South East Queensland.

Mayoral Objective

A strong united team at council which:

- delivers a robust economy
- makes a strong community
- creates an enviable lifestyle and environment, and
- provides value for the community by delivering quality leadership and services.

Memberships

- President, Local Government Association of Queensland
- Director, Australian Local Government Association
- Director, Council of Mayors South East Queensland
- Chair, Local Disaster Management Group
- Fellow, Australian Institute of Management
- Member, Australian Institute of Company Directors
- Member, Australian Olympic Committee (Qld) Team Appeal Committee for Rio 2016
- Member, LifeFlight
- Honorary Membership: Rotary Club of Woombye-Palmwoods

Education

- 2008 - Executive Leadership Program, Harvard University, Cambridge USA
- 1990 To 1995 - Bachelor of Business (Distinction) with double major in Marketing and Human Resources Management (University of Southern Queensland).

To note: the Board currently has two vacant seats. One will be filled by the Chair of the yet to be created Sunshine Coast Art Foundation. The other seat will be recruited by the Board, for council endorsement, once any gaps in expertise is identified.





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Horizon Festival 2016.

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