

## Arts Industry Incubators Feasibility Study

### - Costed Implementation Strategy

This interim report proposes a number of options for developing and delivering a range of support measures to maintain and grow the cultural and creative industries on the Sunshine Coast.

#### **Recommendation One – Co-ordination of Council Response**

Initial observations suggest that greater co-ordination is required between the Creative Communities team and the Economic Development branch and the Industry itself to build on the mapping that has been undertaken through this work and previous studies and to understand the ecology of the sector as described at the start of this report and the value chain in cultural and creative production and consumption.

The following is one description of that value chain bringing together earlier work of Positive Solutions and the recent Creative Industries Economic Analysis undertaken by the Centre for International Economics for Enterprise Connect and the Creative Industries Innovation Centre:

- **pre-creation:** includes creative education and training; libraries and museums all those resources that are critical for creative people
- **creation:** primary creation activities, such as writing, music composition, design, visual art
- **realisation:** includes replication and distribution of creative products through performance, exhibition, retail, commission etc.
- **consumption:** includes all equipment e.g. television, stereo, smart phones etc used to consume creative content
- **post-sale:** includes repair, maintenance, support, alterations and second-hand sales

In developing strategies and measurements for the creative economy, focus is usually on the first three stages in this chain. We recommend that this is the case for the Sunshine Coast Regional Council.

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Recommendation One Methodology	Finance Notes	2012-13 Budget	2013-14 Budget	2014-15 Budget
Develop project plan <ul style="list-style-type: none"> <li>▪ 1 year plan</li> <li>▪ 3 year plan</li> </ul> Creative Communities team member work with Economic Development to coordinate response Internal consultation Desktop review and aggregation of previous studies	Existing staff resources <ul style="list-style-type: none"> <li>▪ Senior Development Officer 100%</li> <li>▪ Project Officer 100%</li> </ul>			

## **Recommendation Two - Detailed Mapping**

It is recommended that work commences on a detailed mapping of Council's knowledge and understanding of the value chain and the strengths, weaknesses and opportunities within that for each of the sub sectors of the cultural and creative industries on the Sunshine Coast.

This could be achieved through existing information and would clearly show where the gaps are in provision, possible duplication of services and opportunities for alignments and partnerships internally or with existing agencies.

*Table 4: Detailed mapping using Music and Performing Arts as an example*

	<b>Pre-creation</b>	<b>Creation</b>	<b>Realisation</b>
<b>Segment Name</b>			
<b>Music and performing arts</b>	e.g. education and training delivered on the Coast partners in other regions qualified teachers and training	e.g. numbers and nature of musicians/ performers physical resources e.g recording studios and rehearsal spaces access to expertise in discipline	legal environment for performance numbers and nature of venues agents distribution networks national and international connections and partners
<b>Film, television and radio</b>			
<b>Advertising and marketing</b>			
<b>Software development and interactive content</b>			
<b>Writing, publishing and print media</b>			
<b>Architecture, design and visual arts</b>			

This mapping should incorporate a SWOT across each dimension and identify the role Council can play to grow the sector in terms of:

- Its own policy directions and procedures including planning and development controls, and procurement; building on the successful models of the heritage levy and recently introduced public art policy
- A facilitator of partnerships and opportunities
- A provider of facilities and services
- An investor in direct support through some form of grant or loan to development

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Recommendation Two Methodology	Finance Notes	2012-13 Budget	2013-14 Budget	2014-15 Budget
Map current status of first three stages – pre-creation, creation and realisation	Existing staff resources <ul style="list-style-type: none"> <li>▪ Development officer</li> <li>▪ Project Officer</li> </ul>			
Identify another 100 creative businesses and undertake business review	Existing staff resources			
Creative industries 1-day workshop with representative from CI segments Review nature of their business	Facilitated internally \$200 per participant with 15 participants = \$3,000 Catering = \$300 Venue hire = \$300	3600		

## **Recommendation Three - The need for an Industry Body**

Council has undertaken a considerable amount of consultation with the sector during the past few years, bringing all information back into Council to analyse and create strategies for development.

It is recommended that the next stage of development begins with further detailed mapping and planning leading to a clear action plan, with the gathering of a small group of industry representatives from all creative sectors to work with Council on the process.

This could be through existing bodies such as Creative Alliance or nominations from the sector. This group would assist Council in the process and in prioritising the ideas that emerge.

Recommendation Three Methodology	Finance Notes	2012-13 Budget	2013-14 Budget	2014-15 Budget
Creative Communities team undertake internal research of Economic Development initiatives <ul style="list-style-type: none"> <li>▪ <i>Seasons of the Sun</i></li> </ul> - costings, early development, future plans <ul style="list-style-type: none"> <li>▪ Business tools to support local small business development, led by Economic Development and showcased at <a href="http://www.sunshinecoastbusinesssezy.com.au">www.sunshinecoastbusinesssezy.com.au</a></li> </ul>	Existing staff resources			

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<p>Establishment of external industry reference group</p> <ul style="list-style-type: none"> <li>▪ 3 year plan including</li> <li>➤ Meetings every six weeks</li> <li>➤ Review needs desktop research and needs analysis</li> <li>➤ Research and establish governance structure (staged implementation)</li> <li>➤ Identity' research, development and staged implementation '</li> <li>➤ Combined marketing research and development including cultural tourism and digital strategies</li> <li>➤</li> </ul>	<p>Existing staff resources</p> <p>Production costs</p>	<p>8000</p> <p>5000</p>	<p>5000</p> <p>4000</p> <p>5000</p>	<p>4000</p>
<p>➤ Research and trial 'Art Fair' partnership with Hyatt Coolum</p>	<p>Showcase and production costs</p>	<p>5000</p>	<p>10000</p>	
<p>Research exhibition and showcase opportunities at Analogue Digital design conference (May 2012)</p>	<p>Showcase and exhibition costs</p>	<p>5000</p>		
<p>Develop and implement partnerships with Caloundra Festival and Golden Days Festival for artist development processes</p>	<p>Research and partnership development – existing staff resources</p> <p>Showcase, workshop and Production costs</p>	<p>10000</p>	<p>5000</p>	<p>5000</p>
<p>Support Creative Alliance showcase and exhibition program including Pecha Kucha events</p>	<p>6 events annually and one major event</p>	<p>5000</p>	<p>5000</p>	<p>5000</p>
<p>Research and develop two networking opportunities</p>	<p>\$2,500 per session</p>	<p>5000</p>	<p>5000</p>	<p>5000</p>
<p>Continue to develop region-wide arts business workshop program in partnership with galleries, libraries and local business</p>	<p>Existing staff resources</p>			

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## **Recommendation Four - Nurture and build on existing successful incubation and entrepreneurial models**

Creative Communities is already developing a number of skills based training approaches for the cultural and creative industries such as the successful on-going Edgware Program. A range of existing initiatives in the Region have been highlighted as potential models or partners for 'incubation' of the sector. Council should explore:

- The design of capacity building processes into Council's cultural program development and delivery
- Explore successful commercial models such as the incub8.r program
- A relationship with the University Innovation Centre to open up more opportunities for the sector within the incubator and through programs delivered in other parts of the Region.
- A relationship with Creative Enterprise Australia (QUT) to deliver programs and encourage opportunities for Sunshine Coast creatives to access their services in Brisbane
- Continue to provide a supportive environment to the activities of SCAIP as it develops through identifying barriers to the growth of that model and providing appropriate assistance when required

Build on the development of studio/ gallery trails across the region and integrate them into a comprehensive cultural trail network - studio, galleries, markets, public art, heritage (existing), food and marketing through Sunshine Coast Destination Ltd. This would involve, among other things, capacity building programs, and ensuring their capacity to develop within the planning scheme review.

<b>Recommendation Four Methodology</b>	<b>Finance Notes</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
1. Smart Arts program including the delivery of Edgware	\$3,000 per series – 4 series	12,000	12,000	12,000
Research best-practise capacity building processes	Existing staff resources			
Research and Implement commercially based trial period of incubation models with a small number of businesses at a venue such as council venues, SCAIP, Big Pineapple, etc	Existing staff resources \$10,000 for creation and installation of pods \$5,000 for marketing campaign		15000	5000

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Research partnership with University Innovation Centre	Existing staff resources			
Research partnership with Creative Enterprise Australia (QUT)	Existing staff resources			
Workshop with SCAIP on business directions Review of existing council support for SCAIP Staged approach	Funding through grants program for artists to develop creative projects through SCAIP			
Develop partnership with Economic Development to build studio/gallery trails across the region. Research and map trails components.  Brief Sunshine Coast Destination Ltd on the trial and secure marketing support.  Develop and implement case study trail in hinterland for October 2012	Existing staff resources			
Provide capacity building programs for studios to coordinate a targeted process of capacity building for studios, venues, spaces including marketing, access, presentation, opening hours, signage, finance. Staged process: <ul style="list-style-type: none"> <li>▪ Analysis of the needs of each studio / space</li> <li>▪ Workshop / skill and resource development process to meet needs identified</li> </ul>	Financial commitment through existing Cultural Development category Community Grants program Existing staff resources \$1,000 per workshop. 4 workshops	20000	15000	10000
Review and develop methodology for the expansion of the trail network across region.	Existing staff resources			
Pitch product to Sunshine Coast Destination Ltd	Existing staff resources			
		4000	4000	4000

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<p>Business skill development workshops in partnership with local business, Economic Development, galleries, libraries, council venues. Workshops could include topics such as marketing, business planning, technology, social media</p> <p>Staged process including:</p> <ul style="list-style-type: none"> <li>- Consultation with potential partners</li> <li>- market workshop series</li> </ul>	Existing staff resources			
Review Community Venues and Centres Study.	Existing staff resources			
Review and contribute feedback to the new Planning Scheme with regard to codes for home-based businesses	Existing staff resources			



## **Recommendation Five - Exploring new models for developing spaces and facilities**

- It is recommended that Council further explore the different models for the development of spaces and facilities for the cultural and creative enterprises that have been presented in this report; in particular:
- Melbourne City Council's Creative Spaces program for the development of permanent infrastructure in partnership with developers and creative practitioners
- The Renew Newcastle model as a way of animating empty retail outlets and providing temporary spaces for emerging creative practitioners
- The Incub8 model in particular for considering retail through tourism facilities and outlets

<b>Recommendation Five Methodology</b>	<b>Finance Notes</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<p>Research creative spaces models</p> <p>Workshop with Elani Arbus, Creative Spaces program manager, Melbourne City Council.</p> <p>Research including:</p> <ul style="list-style-type: none"> <li>▪ Gold Coast adoption of model</li> <li>▪ Artist-run-initiatives</li> </ul>	<p>Existing staff resources</p> <p>Workshop costs eg flight from Melbourne, accommodation and fee</p> <p>Existing staff resources</p> <p>Through existing Cultural Development grant category</p>	1500		

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## **Recommendation Six – Exploring new forms of financing and partnerships for investment**

It is recommended that Council pursue opportunities to develop accessible and appropriate facilities for the development of the cultural and creative sector in partnership with other developers and within larger infrastructure developments for example:

- Continuing the discussions with the new owners of the Big Pineapple in the context of studio spaces and opportunities for the development and promotion of the sector
- Exploring innovative, unique and culturally specific opportunities to integrate cultural and creative facilities and activities within the development of Maroochydore as a Principle Activity Centre, based on international research and best practice for such precincts

Exploring new models and forms of financing to increase investment to and build resilience in the sector on the Sunshine Coast

<b>Recommendation Six Methodology</b>	<b>Finance Notes</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
Research models of commercial investment	Existing staff resources			
Develop Report – ‘Cultural and Creative Industries Opportunities to contribution to the Principle Activity Centre’s contemporary subtropical urban design and cultural precinct activation’ utilising an external consultant	Scope brief development with Urban Design Advisory Panel (UDAP) Existing staff resources and external consultant to develop Report		25,000	
Research models of financing for the arts	Existing staff resources			

Total for Budget Bids (note: budget/program review will occur at end of each financial year)

2012-2013 = \$84,000

2013-2014 = \$110,000

2014-2015 = \$50,000