



ArtsCoast

Sunshine Coast
Arts Plan
2018 - 2038

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Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

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Cover artwork:

Artist: Carolyn Emerson

the magician (pen on card, 2018)

impossibly particles
momentarily organised
receive, hold, conduct
meaning-making maestro
deliberate construct
ion
creation and perception
awareness loop
disassembling

Indigenous Acknowledgement

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



The soul of our community is
our flourishing arts ecology:
nurturing connections,
promoting experimentation
and inspiring collaboration.

Message from the Mayor



Mark Jamieson
Mayor

Our Sunshine Coast is striving to be Australia's healthy, smart, creative region.

It is home to more than 320,000 residents who cherish our lifestyle, our environment and the opportunities that exist for the future.

Within the next two decades, our population will grow to around 500,000.

This growth is a key driver for all our long-term strategic planning, including for the arts, which play a vital role in connecting, building and strengthening our community now and in coming years.

That is why the Sunshine Coast Council's commitment to developing and then endorsing its first ever strategic Arts Plan is timely.

This Plan acknowledges that arts and culture help to shape and influence our sense of community, belonging and identity in a time of unprecedented growth and change.

The Sunshine Coast Arts Plan 2018-2038 articulates our regional ambition to grow, strengthen and actively seek opportunities to develop our vibrant arts sector.

It provides us with a strategic map and a 20-year horizon to create a new and exciting future for the arts in the region – a future in which a region's measures of success include how it contributes to the cultural vitality of the people who call this place home.

I would like to thank the many artists – established and emerging - arts workers, educators, businesses and industry - who have all generously contributed their knowledge and experience to developing this Plan.

I would also like to take the opportunity to acknowledge the role of the Sunshine Coast Arts Advisory Board for leading and then testing the robust and purposeful discussion.

Our region has always taken great pride in the achievements of its artists and the industry as a whole.

In a creatively rich environment like the Sunshine Coast, we embrace the arts in everyday life and this plan is a significant step in creating the space for artistic enterprise, while acknowledging its role in understanding and interpreting our vision for the region.





2018 Environment and Liveability Photography Award
Finalist, Junior Category, Alex Roper, Crystal ball dawn

Message from Cr Baberowski

At its core, this 20-year Arts Plan is strongly focused on building the confidence and productive capacity of our region’s artists; in doing so we deliver on being a healthy, smart and creative region.

The plan aims to build an ecology of support that helps us all to be more creative, and for those who choose to make their living in the arts, to be the best they can possibly be.

As part of that ecology, the plan recognises that the Sunshine Coast is rapidly expanding its local opportunities through its funding programs, its art collection and public art policies, as well as producing events such as the Horizon Festival, which can provide a valuable test bed for all kinds of creative content at the same time as being inspiring entertainment.

This Arts Plan is about supporting the creation of aspirational creative content. Our region should not simply consume creative content from other places (as good as that may be) but create great art for ourselves and beyond. In the end, this is an Arts Plan that really puts the ambition to be a region that produces creative content at its heart.



Rick Baberowski
Arts and Heritage
Portfolio Councillor



Welcome to Country

The Kabi Kabi and the Jinibara peoples are the original artists-cultural practitioners of this diverse and magnificent region. We have always celebrated our deep-rooted spiritual connection to this country through song, dance - corroboree, painting - mark making, storytelling and ceremony.

Our rich cultural heritage is tens-of-thousands of years old and it is deeply embedded in the landscape – from the majestic mountains, bunyas and rainforest to the waterways and lakes, the wetlands and ocean.

Our cultures are living cultures and we continue to gather for large celebrations as we have done for millennia – for our Oyster, Mullet and Bunya festivals. Other Aboriginal groups also travelled from throughout South East Queensland, Northern NSW and far beyond to the huge Bunya festivals held in Jinibara traditional country at Buruja (Villeneuve near Mt Archer) and Baroon (Baroon Pocket near Montville), as well as in the Bunya Mountains in Wakka Wakka traditional country.

Today our artistic and cultural expression is vibrant and continuously evolving. As the proud guardians and interpreters of our dynamic cultures, we feel honoured to take responsibility for the protection of our Kabi Kabi and Jinibara cultural knowledge, and also to further develop our innovative contemporary expressions.

The uniqueness and power of Indigenous Australian arts and cultures is recognised internationally. We look forward to fully celebrating our own diverse contemporary arts, embedded in our living cultures, well into the future.

Creative activity and innovative cultural expression have been, and always will be, integral to living on these lands and with each other.

Kabi Kabi and Jinibara, Traditional Owners - Custodians

Sunshine Coast Arts Advisory Board



Collette Brennan
Chair, Sunshine Coast
Arts Advisory Board

The Sunshine Coast is indeed a special place. Thank you to the Kabi Kabi and Jinibara peoples for sharing with us the intrinsic nature of art in culture. Drawing inspiration from our First Nations people, we affirm the role of the arts as a source of celebration, connection, information and ingenuity, helping us to make meaning within our own lives.

The Sunshine Coast Arts Advisory Board (SCAAB) wish to extend our sincere gratitude to the arts sector, traditional owners and the 11 Arts Influencers who have taken the opportunity to engage passionately about the future of the arts for the region. There are fertile soils here – the Sunshine Coast is a region with diverse natural scenic beauty, a relaxed lifestyle as well as a creative and arts-interested population.

Looking towards a 20-year timeframe is an ambitious endeavour. SCAAB commends Sunshine Coast Council for recognising the opportunities that the arts bring to us as individuals and as a community. We are delighted to be a part of your journey and your story.

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.

In fact, a vibrant and diverse arts and cultural ecology is an important contribution to the liveliness and vitality of the places we call home. Arts and culture contribute directly to the “sense of place” which attracts both residents and investors. These attributes determine the attractiveness of a city or region as a place in which to work, live, invest and raise a family¹.

I invite you to get in touch with us about how you can play your part in the implementation of these strategies. As individuals and as an arts sector, we can all demonstrate creative leadership in our own way - and celebrate all that the arts brings to our lived experience.

¹ The Role of Arts and Culture in Liveability and Competitiveness, 2008, Arts Victoria.



iDIDITI, Russell Anderson, location Village Park, Oceanside.

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Manning Daily Art - Patterns in the Landscape, Horizon Festival 2017. Paul Donnelly MyFilm.



The Sunshine Coast is on the verge of creating a new future for the arts and creative life of its community.

“The aspirational vision defines creative regions as those regions while not exclusively driven by the arts are those that acknowledge the arts as integral to creative achievement”

The Story

Foreword

Our cultural aspirations for our region include being a creative, dynamic, vibrant place where arts are experienced as part of everyday life.

Sunshine Coast Council's corporate vision for a region that is healthy, smart and creative, acknowledges that creativity broadens our perspective, helps us to explore ideas to find solutions and to build resilience.

The aspirational vision defines creative regions as those regions while not exclusively driven by the arts, are those that acknowledge the arts as integral to creative achievement - alongside science, research, education, design and invention.

The Sunshine Coast's first ever regional Arts Plan is a reflection of this vision. It was developed within this framework and on a foundation that acknowledges the interdependent relationship between artists and those who experience and engage with the arts, as the nexus in the journey to a creative region.

This aspiration is articulated in the 20-year vision of the Sunshine Coast Arts Plan - a vision in which the arts are synonymous with our identity, and will firmly place us on the national and international stage as a region that encourages experimentation, innovation and fosters leaders of brave new ideas.

There is no doubt that our growing communities and increasing ability to attract investment will provide significant opportunities for the arts through infrastructure, increased diversity and talent, new collaborations and greater recognition.

However, the first step is recognising the vital role that the arts have in engaging and growing our creative skills and abilities.

This Plan is the strategic path to achieving this – it clearly states that there can be no greater investment in the future of our communities than a commitment to developing creative opportunities.



Why an Arts Plan and who owns it

Australia's most sustainable region - Healthy, Smart, Creative is Sunshine Coast Council's corporate vision for the region.

This Sunshine Coast Arts Plan 2018-2038 is an aspirational document that will help achieve this vision by providing a blue print for our investment in the arts.

It provides a clear framework of goals and commitments and articulates council's pivotal role in developing and supporting an environment in which the arts can flourish.

The Arts Plan is a key mechanism that will provide council with a road map for its approach, priorities, programs and investment in the arts.

However, this plan is also a product of the collaborative approach taken, throughout its development, between Sunshine Coast Council, its strategic advisors - the Sunshine Coast Arts Advisory Board, and those the

plan will directly affect; the arts sector including artists, stakeholders and our community.

The Arts Plan was developed via an engagement program that put artists and the arts sector at its very centre. In so doing, it acknowledges that the arts community are the experts in relation to arts practice; and the arts sector is best placed to determine its strengths, identify opportunities and build sustainability.

The strategies to achieve the Arts Plan vision are interrelated and rely on this continued collaborative approach between council, the arts sector, the community, education sector, investors and all levels of government.

And while council is ideally placed to provide leadership throughout the 20-year journey, the Arts Plan is owned by everyone committed to achieving a flourishing arts ecology for the Sunshine Coast.



Dawn Awakening, Horizon Festival 2017, ben vos productions.

Arts Influencers

11 professional artists who engaged their networks in conversations about what a 20-year vision for the arts should look like.

Back row, L-R:

Amie Moffat, Sarah Kanake, Jandamarra Cadd, Mason Hope, Mic Black, Zoe Martin, Delaney Delaney, Glen Sheppard

Front row, L-R:

Linsey Pollak, Florence Teillet, Marina De Jager

Absent:

Livia Hanich



Image courtesy of Sue Davis

The intent of the Sunshine Coast Arts Plan is to have the artist at its core.

How the Arts Plan was developed

The intent of the Sunshine Coast Arts Plan is to have the artist at its core.

To ensure local artists views were heard and incorporated into the objectives of the Arts Plan, the initial engagement program targeted artists and the broader arts sector.

The engagement program tested the ideas identified by the Sunshine Coast Arts Advisory Board in their Discussion Paper and stimulated an intensive dialogue with the arts sector about what should be included in a 20-year Arts Plan.

More than 1000 Sunshine Coast residents who identified as an artist or an arts sector worker took part in the engagement program from September 2017 to February 2018.

The voices were amplified by 11 professional local artists, representing a range of artistic practices, who engaged their networks in conversations about what a 20-year vision for the arts should look like.

These conversations were the centre of the five-month

engagement program with the arts sector – a program that included surveys, focus groups, creative workshops and facilitated discussions. This program, alongside the Sunshine Coast Arts Advisory Board’s ongoing deliberations - tested the robustness of the strategies needed to achieve the 20-year vision.

A further, final consultation with the Sunshine Coast community was held during June and July 2018.

Conversations regarding Indigenous arts and culture were also undertaken and will remain ongoing with Traditional Owners and First Nations groups and individuals within the region’s arts sector.

All of these conversations will continue as the strategies within the Arts Plan inform annual work plans for council officers.

Refer to Section C for all documentation that was used to inform development of the Sunshine Coast Arts Plan 2018-38. All background documents used to inform the plan are also available on council’s website or at council libraries.



Council has a key role to play in achieving the 20-year vision of the Arts Plan. It takes responsibility for:

- Providing strong leadership, setting strategic direction and planning to support the development of the arts sector on the Sunshine Coast.
- Engaging with the arts sector and the community to ensure:
 - as a custodian, its arts assets and infrastructure are accessible and appropriately located, designed, constructed, managed and maintained
 - its arts programs are accessible and delivered to strengthen the arts sector and target identified needs
 - it seeks innovative approaches to meeting the plan's goals.
- Promoting arts activities, programs and projects to ensure they gain the exposure they require to contribute to the region's cultural vitality.
- Actively seeking opportunities to partner, collaborate or leverage funding, projects and programs to achieve strong arts outcomes.
- Advocating to all levels of government to ensure the region receives its share of investment in the arts.

The role of council

When Sunshine Coast Council committed to the development of its first Arts Plan, it acknowledged that the arts, both in practice and in the context of the strategic framework in which it functions, do not operate in isolation and that in terms of policy, objectives and programs are considered in relation to other areas of council's responsibilities including community services, cultural development, economic development (specifically creative industries) and infrastructure planning.

Sunshine Coast Council has a suite of endorsed strategies, plans and policies to nurture the development of the interrelated aspects of culture, creativity and the arts. This includes the *Social Strategy 2015*, *Regional Economic Development Strategy 2013-2033*, *the Environment and Liveability Strategy 2017-2041*, *Reconciliation Action Plan*, *the Libraries Plan 2014-2024*, *Heritage Plan 2015-2020* and *the Major Events Strategy 2018-2027*.

Each of these strategies, plans and policies support, guide, contribute and sometimes direct elements of arts and culture on the Sunshine Coast.

Through the Vision and Goals outlined in this Arts Plan, council's approach will seek to amplify the voice, visibility, development and recognition of the arts sector.

To do this council will take on a range of roles, as appropriate, including: facilitator, advocate, partner, provider, asset owner, investor, information and service provider and creative leader.

This approach will serve to support the growth of an authentic and vibrant arts culture, to strengthen and sustain the arts sector and to enrich the artistic and cultural content available within our region.

The outcome will be an active, engaged and empowered arts sector and a community that both values and appreciates the region's cultural maturity, and actively seeks to contribute to its sustained success.



Dangerous Song, Horizon Festival 2017, ben vos productions.



A Snapshot of the Arts Sector

Nationally

Coming for the beach, staying for the art? Arts tourism has increased by 19% over the last four years to 2.4 million in 2013–14. Visiting a museum or art gallery is the most popular form of arts tourism with more than one in four international tourists undertaking this activity, this is similar to the UK and USA.



Almost 9 in 10 Australian's think that the arts make for a more rich and meaningful life.



Reading is the most popular way of consuming the arts and 7 in 10 Australian's read a novel in 2013.



PARTICIPATION

Nearly all Australian's consume at least one form of art and half participate in arts creation each year.



87%

of Australian's read some form of literature.



ARTS ENRICH

The arts enrich how we express ourselves, think creatively and develop new ideas.



18 MILLION

Physical attendance at performing arts events remains important and almost 18 million tickets were sold in 2013.



Almost 4 in 10 Australian's creatively participate in the arts six or more times per year.



78 TICKETS

Sold to performing arts events for every 100 Australian's.

Regional

- People living in regional Australia increasingly recognise the positive impacts of the arts on their daily lives and communities.
- Creativity is strong in the regions – residents of regional Australia are as likely to creatively participate in the arts as residents of metropolitan Australia, and living in a regional area does not substantially affect overall arts attendance.
- 1 in 6 professional Australian artists live in regional cities or towns, and around 1 in 10 live in rural, remote or very remote areas. Craft practitioners, visual artists and community arts and cultural development (CACD) artists are the most likely to live outside capital cities.
- Regionally based artists have increasingly negative perceptions about the impact of their location on their practice. Artists living in the regions earn almost a third less than their city counterparts for creative work.
- 90% of Sunshine Coast residents attended at least one cultural event (including arts venues or events, environment heritage, museums, libraries and archives and cinemas) in the 2013-14 period.
- More than 1700 people were employed in the arts and recreation services sector on the Sunshine Coast in 2014–15.
- The Sunshine Coast offers a variety of formal education and training to support the arts and cultural sector at both USC and TAFE Queensland – 19 programs to 1083 students in 2016.

Programs include Bachelor degrees in Arts, Design, Creative Industries and Serious Games, Master qualifications in Creative Arts and Doctor of Creative Arts, as well as Diploma qualifications in Screen and Media, Music and Photography; and Certificate qualifications in Music and Fashion.

First Nations people in the arts

Cultural tourism is one of the world’s largest and fastest-growing tourism markets. As home to the world’s oldest continuous living culture, Australia is uniquely placed take advantage of this growth.

The Indigenous visual arts sector is a major economic contributor to the arts economy and responsible for some of Australia’s most valuable works of art.

The Cultural Economy

The arts are deeply embedded in Australia’s cultural sector

Economic contribution

The cultural sector contributed \$50 billion to Australia’s GDP in 2012-13, a similar share of GDP to the USA and Canada. Key Australian arts industries contributed \$4.2 billion¹.

	Culture	Core Arts
Contribution to Australia’s GDP	\$50 billion	Over \$4.2 billion
Proportion of Australia’s GDP	4.0%	Over 0.3%

¹ Includes performing arts, music recording and publishing and arts education.



Defining the Arts

Recognising council's existing strategic framework, the scope of the Arts Plan addresses areas of focus *which are not captured by other existing council strategies and plans.*

It is important to establish a definition of 'the arts' for this plan. The definition used by UNESCO and the Australia Council for the Arts has been used as a basis for outlining the scope of the Arts Plan.

The Sunshine Coast Arts Plan therefore defines the arts, and by extension, artists and workers in or that support the arts industry, to include:

- literature
- music, in all forms
- theatre, musical theatre and opera
- dance, in all forms
- other performing arts such as circus, comedy and puppetry
- arts festivals
- visual arts and crafts
- screen - film, television and online
- arts education and training
- Aboriginal and Torres Strait Islander arts
- community arts and cultural development
- emerging and experimental arts.

To focus programming and investment and to minimise duplication (where areas are addressed in other council planning documents), this plan does not include:

- other broadcasting activities, the print media, multimedia without an arts content focus
- cultural institutions such as libraries, museums and archives
- broader areas of cultural activity such as environmental heritage
- broader areas of creative activity such as fashion, design or architecture.

Some of the mechanisms that artists may use to showcase and present their work may include events, festivals, public space, theatres/performance venues, libraries, online platforms, retail outlets and media (online, television and radio).

Digital and new technologies are recognised as tools for artists and the sector to create, showcase and integrate art into all strategic goal areas.

These definitions help to provide scope for the plan.



Russell Anderson, Ananas Comosus, Beerwah, Alan Warren Photography.



The Vision

A 20-year vision for the Arts

The soul of our community is our flourishing arts ecology: nurturing connections, promoting experimentation and inspiring collaboration.

Shared Values

- Collaboration - dynamic partnerships and connections between and within council, the arts sector and the community.
- Diversity - a high-calibre artistic destination, built through a vibrant and diverse range of art and cultural experiences.
- Inspiration - to unlock creative thinking, generate invigoration, advance new ideas and spark innovation.
- Sustainability - creative leadership, empowered local artists, strategic arts and cultural organisations and a resilient community.



Goal

01

Local artists and artistic content is developed and celebrated.

Creating opportunities to build and profile a strong, connected and prolific community of artists, arts practitioners and arts organisations.

What the arts sector said:

“Greater investment in profiling local artists and commissioning local art to showcase locally and further afield.”

“Local artists need to be promoted and supported locally and more broadly to showcase the diversity of local content.”

“There is a need for more business and production support, professional development and mentoring programs.”

“It can be difficult to navigate funding applications and find out about new funding opportunities.”

“Local Indigenous art and culture is an important part of our past, present and our future.”

Goal

02

Arts audiences and creative opportunities flourish through investment and development.

Growing local participation in the arts and opportunities for world-class locally produced content to be exposed to, and experienced by, the world.

What the arts sector said:

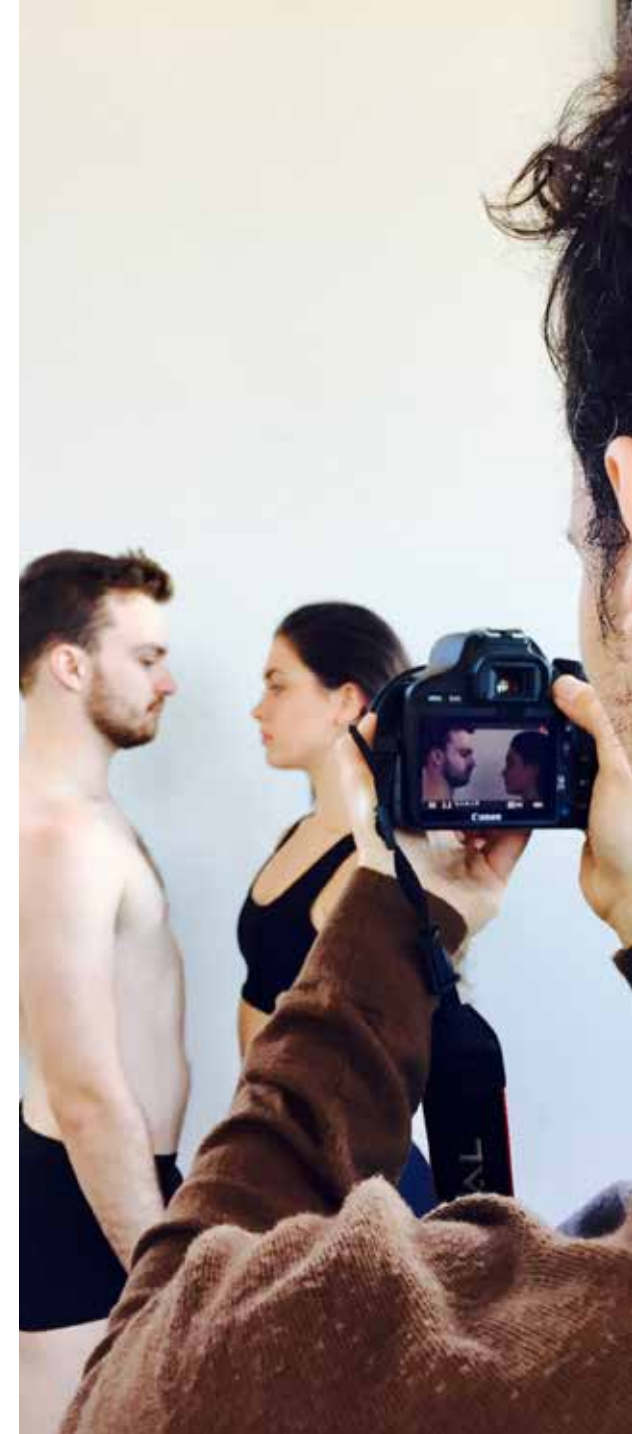
“A calendar of arts and cultural events and experiences could help to promote events and grow local and visiting audiences.”

“There are many opportunities to develop our market and existing and prospective audiences towards sustainable growth.”

“Identify new markets for local art content.”

“Broker opportunities and minimise barriers to bring art and culture to unexpected and unanticipated places and spaces.”

“Leverage off successful established events to further develop new programs, commissions, opportunities and partnerships for local artists.”



Soul Windows, LJ Projects.



Goal

03

A dedicated network of places and spaces for artists to connect, create and collaborate.

Taking a strategic, collaborative approach to diverse and accessible infrastructure (physical and digital) that supports production, practice and presentation.

What the arts sector said:

“A multi-disciplinary iconic arts centre for the region would provide a space to the profile and recognition of the artistic talent in our region.”

“It is difficult to access affordable spaces to create, exhibit, rehearse, perform and market creative outputs.”

“There are opportunities to maximise under-utilised places and spaces as a proof of concept before significant investment is committed.”

“A space for sharing, learning about the stories, art and culture of Traditional Owners can help our region and visitors to understand our shared history.”

Goal

04

Art and creativity is embedded in the identity and experience of the Sunshine Coast.

Ensuring the value, diversity and significance of the arts on the Sunshine Coast are embraced by the community in everyday life and are a feature of our destination's renown.

What the arts sector said:

“Provide new opportunities for the community to access art and culture through public art, cultural development and place activation.”

“The health, disability and education sectors are untapped opportunities for art and culture in our region.”

“Local Indigenous art and culture is an important part of our past, present and our future.”



Friday³Live, Caloundra Regional Gallery.

Linsey Pollak, "The Dream of Zedkat Nabu" (Woodford Folk Festival), photo Steve Swayne.



Implementation Plan

The strategies to achieve the Arts Plan vision are interrelated and rely on a collaborative approach between council, the arts sector, the community, education sector, investors and all levels of government.

And while Sunshine Coast Council will have responsibility for leading the delivery throughout the 20-year journey, the Arts Plan is owned by everyone committed to achieving a flourishing arts ecology for the Sunshine Coast.

An operational plan will be collaboratively developed annually in line with each financial year. This will be the working document for staff to achieve the goals and strategies within the timelines outlined.

Council will monitor and report on the plan (see “What does success look like” on page 41) via the quarterly and annual reporting processes, with reviews to take place every five years.



Samantha Jensen installing the Lincoln Austin exhibition at Caloundra Regional Gallery. Photo Eyes Wide Open.

Goal 01



Marina de Jager
Theatre

“It is great that the council has recognised the importance of this plan. I hope that the region embraces it and we can develop together as a community, industry and region.”

Local artists and artistic content is developed and celebrated.

Strategy	Action	Stakeholders	Timeframe	Funding
1.1	Build the profile and recognition of local artists.			
1.1.1	Promote local artists through council events and communication channels.	SCC	2018/19 - ongoing	Core business
1.1.2	Continue to support the development and promotion of a directory of Sunshine Coast artists.	SCC, SCCA, arts sector	2018/19 - ongoing	Core business, funding request, external grant
1.1.3	Seek and facilitate opportunities for artists to gain broad recognition for their work.	SCC, arts sector	2019/20	Core business
1.2	Build the capacity of local artists.			
1.2.1	Continue to deliver a diverse and locally relevant annual professional development program including funding, sustainability, arts business skills and artistic practice.	SCC, arts sector, education sector	2018/19 - ongoing	Core business, external grants, partnerships
1.2.2	Explore and implement a program of development initiatives (mentorships, fellowships, traineeships, residencies).	SCC, arts sector	2020/21 - ongoing	Core business, external grants, partnerships
1.3	Develop access to business and production services that prepare local artists to produce and market their work.			
1.3.1	Investigate partnership opportunities to provide affordable business and production support services to local artists.	SCC, arts sector	2020/21 - ongoing	Funding request, external grants, partnerships
1.3.2	Investigate opportunities to attract, train and up-skill arts workers that support the delivery of arts projects (framers, art installers, lighting and sound technicians, marketers, etc.).	SCC, arts sector	2019/20 - ongoing	Funding request, external grants, partnerships
1.3.3	Advocate for a cross-organisational approach to art and creative experiences in public places.	SCC	2019/20	Core business

Strategy	Action	Stakeholders	Timeframe	Funding
1.4	Support artists to test, develop and realise ideas.			
1.4.1	Commission and showcase new works featuring local artists for festivals, events, exhibitions and regional collections.	SCC	2018/19 - ongoing	Core business, funding request, external grants, partnerships
1.4.2	Continue to deliver and develop RADF and community grants and funding programs.	SCC	2018/19 - ongoing	Core business, RADF
1.4.3	Continue to provide information and access to diverse funding sources.	SCC	2018/19 - ongoing	Core business
1.4.4	Investigate the feasibility and establishment of an arts incubator program to test and develop new ideas, including sustainability/commercial viability.	SCC, arts sector	2020/21	Funding request, external grants, partnerships
1.5	Foster opportunities for the creation and promotion of First Nations artistic endeavours.			
1.5.1	Establish and deliver council programming opportunities in partnership with First Nations artists.	SCC - First Nations artists	2018/19 - ongoing	Core business
1.5.2	Feature local First Nations arts and artists through council communication channels.	SCC – First Nations artists	2018/19 - ongoing	Core business
1.6	Build and strengthen relationships with governments at all levels, key local, state and national arts and cultural organisations and education providers.			
1.6.1	Build and strengthen relationships with governments at all levels, key local, state and national arts and cultural organisations and education providers, with the aim of: <ul style="list-style-type: none"> aligning expectations and objectives supporting desired arts outcomes for the Sunshine Coast region ensuring the Sunshine Coast is an active and significant participant in the arts arena. 	SCC, arts sector - local, state and national	2018/19 - ongoing	Core business



Florence Teillet

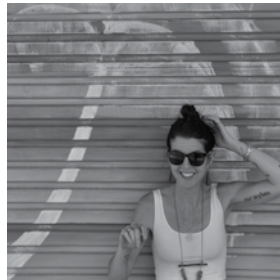
Theatre maker/facilitator

“Creativity needs to be valued as a necessity, a part of everyday life and not as a luxury.”



Goal
02

Arts audiences and creative opportunities flourish through investment and development.



Zoe Martin

Visual artist/teacher

“If the arts are to continue to flourish then we must not simply accept that fact but also step up, change and adapt to one another, and with one another.”

Strategy	Action	Stakeholders	Timeframe	Funding
2.1	Support and deliver a diverse and accessible program of arts experiences.			
2.1.1	Continue to develop Horizon as the region’s signature multi-arts festival.	SCC, arts sector	2018/19 – ongoing	Core business-project, funding request, external grants, partnerships
2.1.2	Continue to develop the annual Regional Gallery program, including the Sunshine Coast Art Prize.	SCC, arts sector	2018/19 – ongoing	Core business, external grants, partnerships
2.1.3	Investigate a coordinated regional approach to promotion of arts events and experiences (e.g. calendar of events).	SCC, arts sector	2020/21	Funding request
2.1.4	Continue to support the development of a diverse, balanced and quality portfolio of programs and events.	SCC, arts sector	2018/19 – ongoing	Core business
2.1.5	Continue to support the development of a diverse arts program at council’s performance and cultural venues.	SCC	2018/19 – ongoing	Core business
2.1.6	Develop and deliver a strategic regional public arts program.	SCC, arts sector	2019/20 – ongoing	Funding request

Arts audiences and creative opportunities flourish through investment and development *continued.*

Strategy	Action	Stakeholders	Timeframe	Funding
2.2	Identify and implement initiatives to grow arts audiences and participation.			
2.2.1	Develop and implement an audience development and participation plan.	SCC	2020/21	Funding request
2.2.2	Provide arts programming and opportunities that engage with diverse segments of the community.	SCC	2019/20 - ongoing	Core business, funding request, external grants, partnerships
2.2.3	Identify opportunities to leverage off other events and festivals to provide arts experiences.	SCC, events sector	2020/21	Core business, external grants, partnerships
2.2.4	Host and exchange artists and artistic content with other arts organisations, festivals, events, venues and galleries (national and international).	SCC, festivals, events, venues and galleries	2019/20 - ongoing	Core business, external grants, partnerships
2.2.5	Identify opportunities to position art and arts experiences in unexpected places and spaces.	SCC	2019/20 - ongoing	Core business, external grants, partnerships
2.3	Identify new and expanded markets for the sale and export of creative content.			
2.3.1	Identify commercial opportunities to market and promote locally produced art (including First Nations art) for example the airport, hospital, Caloundra Regional Gallery, tourist information centres and in appropriate key commercial locations.	SCC, arts sector, business sector	2020/21	Core business, partnerships
2.3.2	Partner to identify opportunities for the export of local art to new markets outside the region.	SCC, arts sector	2020/21	Core business, funding request, external grants, partnerships



Pendragon Leather cuff, image courtesy of Pendragon.

Goal
03

A dedicated network of places and spaces for artists to connect, create and collaborate (physical and virtual).



Linsey Pollak

Musician, instrument maker

“I believe that most people undervalue the potency of music and the arts as a vehicle for community and cultural development ... it is through a community making its own music and art that a rich cultural life will be established that truly reflects the creativity, diversity and energy of that community.”

Strategy	Action	Stakeholders	Timeframe	Funding
3.1	Develop and implement a Regional Arts Infrastructure Framework consistent with council's strategic directions.			
3.1.1	Regional Arts Infrastructure Framework developed to consider: <ul style="list-style-type: none"> • iconic architecture • First Nations requirements • locations of arts and cultural hubs and precincts, including appropriate co-location and integration opportunities and space requirements (including affordability of spaces to work / live) • all council endorsed strategies, plans and policies as they relate to the arts. 	SCC	2018/19	core business, funding, partnerships
3.2	Support a strong network of local artists to foster broader connection and collaboration.			
3.2.1	Facilitate connections between local, national and international artists and producers.	SCC, arts sector - local, national and international	2019/20 - ongoing	Core business, external grants, partnerships
3.2.2	Facilitate connections and broker opportunities between artists and other sectors (business, health, sport).	SCC, cross-sector stakeholders	2020/21 - ongoing	Core business
3.2.3	Investigate and develop mechanisms (including digital) to promote, connect and inform local artists.	SCC, arts sector	2021/22	Funding request, external grants, partnerships

Strategy	Action	Stakeholders	Timeframe	Funding
3.3	Advocate and facilitate access to affordable spaces for making, exhibiting and performing..			
3.3.1	Develop and deliver a brokering program and digital platform to connect artists, spaces and communities.	SCC, arts, commercial and residential sectors	2018/19	Core business, funding request, external grants, partnerships
3.3.2	Investigate affordable artist opportunities at council operated venues (residencies, rehearsal, performance, recording).	SCC	2019/20	Core business, partnerships
3.3.3	Pilot an action-based research program to examine the beneficial outcomes of artist-in-residence programs in urban, commercial or retail spaces.	SCC, business sector	2019/20	Core business, funding request, external grants, partnerships



Sarah Kanake

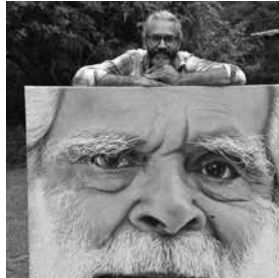
Writer

“I think the Coast can only benefit from a more holistic approach to the arts and arts planning.”



Goal
04

Art and creativity is embedded in the identity and experience of the Sunshine Coast.



Jandamarra Cadd

Visual artist

“My vision is one where the arts are integral to our collective culture and valued as such - to be an area renowned for its artistic vibrancy, eco public art and exhibitions that draw people from far and wide.”

Strategy	Action	Stakeholders	Timeframe	Funding
4.1	Increase awareness of the value of the arts within council and the broader community.			
4.1.1	Share evidence of the value of the arts through research, measurement and evaluation.	SCC	2018/19 - ongoing	Core business
4.1.2	Actively advocate within council for the arts goals as identified in the Sunshine Coast Arts Plan, to be considered, implemented and valued in council programs, projects and services where relevant.	SCC	2018/19 - ongoing	Core business
4.1.3	Investigate the adoption of the UNESCO's Agenda 21 for Culture by council.	SCC	2021/22	Bid
4.2	Broker cross-sector collaboration (community, business, education, developers) to deliver cultural development initiatives, including digital opportunities, through our smart city focus.			
4.2.1	In collaboration with council and external partners, develop and deliver programming and projects that integrate place activation, public art, community participation and cultural development opportunities for the broader community while delivering legacy outcomes.	SCC, arts sector, community	2018/19 - ongoing	Core business, funding request, external grants, partnerships
4.2.2	Support artist-in-residency programs for example educational institutions, retirement villages, businesses and health facilities.	SCC, arts, business, health and educational sectors	2020/21	Core business, external grants, partnerships
4.2.3	Research opportunities to provide incentives to incorporate affordable arts and creative spaces into new and infill development planning.	SCC	2020/21	Core business, funding request, partnerships

Strategy	Action	Stakeholders	Timeframe	Funding
4.3	Build the strength and capacity of local arts and cultural organisations.			
4.3.1	Provide skills development and strategic planning opportunities to local arts and cultural organisations.	SCC	2018/19 - ongoing	Core business
4.3.2	Support the strategic development of industry sub-sectors (eg. screen ⁵ , dance etc.).	SCC	2020/21	Core business, funding request
4.4	Support a First Nations Arts organisation.			
4.4.1	Support the establishment of a First Nations Arts organisation in consultation with native title claimants.	SCC, First Nations	2019/20	Funding request
4.4.2	Once established, support the organisation to develop a First Nations Arts Strategy.	SCC, First Nations	2020/21	Core business
4.5	Continue to support the Sunshine Coast Arts Advisory Board to provide leadership and advocacy to strengthen the arts and creative ecology of our region.			
4.5.1	Support the Sunshine Coast Arts Advisory Board to deliver the outcomes outlined in its Charter.	SCC, SCAAB	2018/19 - ongoing	Core business
4.6	Build on the reputation of the Sunshine Coast as a place where the arts flourish and inspire.			
4.6.1	Develop and implement a marketing plan and SCC ArtsCoast sub-brand strategy that builds local engagement, inspires local artists and is focused on developing the reputation of the Sunshine Coast, and its arts community, both nationally and abroad, as a creative destination to live, work and visit.	SCC	2018/19 - ongoing	Core business
4.6.2	Continue to market and position Horizon Festival at the Sunshine Coast as a premier arts and cultural experience and destination.	SCC, VSC, TEQ	2019/20	Funding request
4.6.3	Continue to invest in high quality regional art collections ⁶ , gallery and venue programming and infrastructure as well as the delivery of the Arts Plan to support the marketing plan and brand strategy.	SCC	2018/19 - ongoing	Core business, funding request

⁵ In line with Council Resolution No. OM16/29 dated 25 February 2016.

⁶ Where collections are council-owned, managed in line with council's Art and Heritage Collections Policy.





Dawn Awakening, Horizon Festival 2017, ben vos productions.



The Sunshine Coast Arts Plan will be reviewed every five years to ensure it continues to respond to the pace of change with the arts sector and continues to align with council's corporate vision.

Monitoring

The actions contained within the Implementation Plan will be monitored on an annual basis. This is required to ensure that the desired outcomes and actions are being achieved.

Review

Using an iterative process, outcomes will be measured over a five-year period. The status and success of the implementation of the strategies and actions will be evaluated and future priorities will be identified for each subsequent five-year period.

This continual review process will ensure the 20-year vision remains firmly in our sights.

What does success look like?

Measuring the Plan's success

There are three primary mechanisms for measuring the plan's success. These are:

- 1 Cultural Vitality – the broad measure of return on investment or public value created over time (difference) through the delivery of arts programs and projects to the wider community.
- 2 Best Practice – by staying abreast of best practice research and methodologies in regards to measures of cultural value, community engagement and sustainability and applying these to the measure of success.
- 3 Completion of Actions – monitoring of the delivery of the actions within the plan against success measures or key performance indicators relevant to each action.

Cultural Vitality

Cultural Vitality is a 'public values based measurement framework' designed through a joint research project with USC and Sunshine Coast Council to measure public outcomes and impacts in the community from council's investment in the arts, cultural and heritage programs and projects.

Cultural Vitality is based on the premise that engagement in arts and cultural activities can have an influence on neighbourhood conditions and community dynamics, and is defined as: evidence of creating, disseminating, validating and supporting arts and culture as a dimension of everyday life in communities (Jackson et al 2006).

Best Practice

There is a diverse array of best practice research in regards to measures of cultural value, engagement and economics being undertaken and refined via various agencies including the Cultural Development Network, the Association for Cultural Economics and academic institutions.

By staying abreast of these best practice methodologies, measures can be introduced for specific actions as they are developed and delivered.

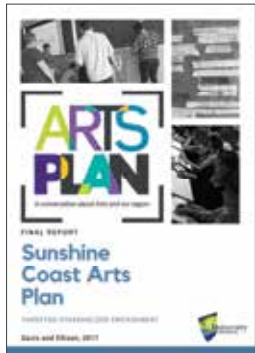
Completion of Actions

At the completion of actions outlined in the Arts Plan, identified evaluation methodologies will be used to report on the Key Performance Indicators.

These measures may include:

- operational feedback for continuous service improvement
- media engagement, reach and value
- attendance and participation levels
- financial values – economic impacts and returns on investment
- cultural audits - regional volumes and types of arts activity
- programming levels and diversity
- benchmarking service, program or activity levels
- employment levels
- skills and capacity development
- audience development
- target demographics data.

Sunshine Coast Arts Plan Research and References



i. Sunshine Coast Arts Plan Targeted Stakeholder Engagement - Final Report

Council partnered with Central Queensland University (CQU) to develop and deliver a targeted arts sector engagement program. The five-month (September 2017-February 2018), community-led data collection program targeted Sunshine Coast residents that identified as an artist or an arts worker. This document is the report on the program and the results. It provided the information needed to develop the Goals and Strategies in the Sunshine Coast Arts Plan.



ii. Sunshine Coast Arts Plan Discussion Paper

The Sunshine Coast Arts Advisory Board developed a discussion paper in mid-2017 to stimulate a community conversation to inform the region's first Arts Plan. The discussion paper was used throughout the targeted engagement program as a conversation starter. It outlined a definition for the Arts, potential ideas for a vision and possible goals and strategies to support and grow arts programming, infrastructure and investment.



iii. Sunshine Coast Arts and Culture Snapshot

Council commissioned consultants Urbis to undertake a cultural mapping process of the Sunshine Coast Arts and Cultural Sector in late 2016/early 2017. It used a range of existing and publicly available data sources, and an online survey distributed to identified stakeholders, to “map” the arts on the Sunshine Coast, including hard and soft infrastructure, and the opportunities and challenges based on individual experiences. The Snapshot document provided the Sunshine Coast Arts Advisory Board with a point of reference as they developed the Discussion Paper.



William Close and the Earth Harp Collective, Horizon Festival 2017, ben vos productions.



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