



Cook Shire Council

Arts and Cultural Strategy

2021-2025

A vision for a vibrant, creative, welcoming community, brimming with cultural vitality



Our Vision

*Creativity and our rich natural and cultural heritage are fundamental qualities of our way of life, and our appeal as a unique and special place to live and visit: **culturally rich, vibrant, balanced and unified.***



Our Culture

Culture in its widest sense is about what matters to people and communities. The three key dimensions of culture are:

- Our sense of place, our values and our identity
- The material products of creative processes
- Our engagement with and participation in, cultural and creative processes

Our culture is who we are, the things we care about and give meaning to, and the way we express those things.

- The arts are the creative expression of our culture; the activities that enable the expression of cultural meaning.
- Events and civic occasions are how we celebrate and honour our culture and cultural champions.
- Heritage is what we value about our cultural history and maintain and preserve for the benefit of this and future generations.



Our shared stories, splendid isolation and creative community make Cook Shire a significant destination for arts and cultural tourism.



From the Mayor

This strategy articulates the vision for our region's artistic and cultural development over the next five years.

The strategy outlines the direction for a vibrant, creative, welcoming community, brimming with cultural vitality.

Creativity and our rich natural and cultural heritage are fundamental qualities of our way of life in Cook Shire, and our appeal as a unique and special place to live and visit.

Underpinning the Arts and Culture Strategy is the recognition that Indigenous heritage is integral to our region's culture, and that sharing our region's stories and attributes is an important part of our cultural identity.

Our shared stories, splendid isolation and creative community make Cook Shire a significant destination for arts and cultural tourism. Arts, culture, and heritage are increasingly viewed not only as amenities to improve the quality of life, but as a foundation upon which the future of rural communities rests.

As a Council, we endorse the vision of a vibrant, balanced, unified and culturally-rich region supporting each other through arts, culture and creativity.

Peter Scott
Mayor



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The development of this plan took place over many months. The process included interviews, meetings, surveys and individual consultations. The full scope of the planning process is detailed in the Appendix. The writer wishes to thank all members of Council staff and the community who participated in the process and provided feedback.

This project is supported by the Cook Shire Council Regional Arts Development Fund, a Queensland Government and the Cook Shire Council partnership to support local arts and culture in regional Queensland.



Acknowledgement of Country

Cook Shire Council would like to acknowledge the Traditional Owners of the land on which our Council operates. We pay respect to Elders past, present and emerging and value the traditions, cultures and aspirations of the First Australians of this land. We acknowledge and hold in great significance the valuable contribution that Traditional Owners have made and continue to make within the Cook Shire community.





Building sustainable communities with respect for our unique natural environment, celebrating our diverse cultures and sharing our pride in Cape York.

*Cook Shire Corporate Plan
2017-2022*



1. Introduction

A vibrant arts and cultural life is an important ingredient of a healthy, sustainable, liveable community. It affirms our sense of place, our values and identity. It helps us to give voice to the things that matter. It brings us together through our stories and shared experiences. It's our way of connecting the present with the past and the future. It's what makes us and our region distinctive.

Over many years Council and the community have made a considerable investment in the arts and cultural life of the community. Council has commissioned this Arts and Cultural Strategy to build on this work and guide direction and decision making into the future.

The plan provides an evidenced based framework for ongoing investment, designed to encourage broad engagement and participation in locally determined, quality arts and culture experiences. It provides the foundation for a cultural vitality that will enrich the distinctive character and way of life of the Cook Shire and enhance its appeal as a visitor destination.

This is a Plan for the whole community. It embraces the diversity of the region irrespective of geography, age, ability, gender and cultural or social-economic background. It respects the past, acknowledges the present and looks to the future. It takes a broad approach to the understanding of culture and recognises the important role of the arts as creative expression, social cohesion and community voice.



The arts have the power to inspire, entertain and unite. They connect people with ideas, emotions and stories; and spark imagination, creativity and joy. The arts are intrinsically important and contribute to individual and collective wellbeing – they play an essential role in the daily lives of Australians”

(Australia Council 2017).



2. The Planning Context

Governments around the world agree that for ongoing human development to be functional and sustainable, culture needs to be recognised in public policy (UCLG 2002). Today, cultural policy at the Local Government level is understood to be the ‘fourth pillar of sustainability’, alongside established responsibilities for social, environmental and economic policy (Hawkes 2001).

The Federal Government supports inclusiveness and growth in Australia's creative sector and protects and promotes Australian content and culture. Its funding and advisory body, The Australia Council, extends on this by highlighting that it aims to invest in artistic excellence whilst also being committed to making the arts accessible to all Australians.

The Queensland Government through Arts Queensland expresses a strong commitment to supporting arts and culture. The priorities of its newly minted strategy designed to foster a strong and sustainable sector, ‘Creative Together 2020-2030’, are identified as:

- Elevate First Nations arts
- Activate Queensland's local places and global digital spaces
- Drive social change across the state
- Strengthen Queensland communities
- Share our stories and celebrate our storytellers.



2. The Planning Context

The Local Government Association of Queensland strongly supports the value planning for arts and culture: *“arts and culture are intrinsic to who we are as Queenslanders. In metropolitan and regional areas, arts and culture bring richness and meaning to individuals lives and strengthen communities”* (LGAQ 2016).”

At the local level, the Cook Shire Council has many policies and plans that support the role and value of arts and culture in the community. In particular the Shire’s Community Plan 2011-2021 and the Corporate Plan 2017-2022 both reinforce the value of a commitment to support arts, culture and heritage.

While the Community Plan 2011-2021 has a specific category for arts and culture, the research is clear that the themes in the Plan all connect in some way to investment in arts and culture and the benefits that arise, including its top ten priorities for attention:

- Shortage of jobs
- Small business development
- Youth issues
- Diversify economy;
- Maintain historical aspects
- Liveability of townships.





...the activities of the arts and cultural sector and local economic vitality are connected in many ways...leading to improvements in competitiveness, sense of place, attracting new and visiting populations, integrating community and business visions and contributing to the skilling of the workforce



3. Investment Context

Investment by all levels of government in Australia on arts and culture in 2017–18 is estimated at \$6.9 billion. The total local government support was estimated at \$1.8 billion. This investment supports the broad scope of local arts and cultural activities and experiences in every community in Australia.

A survey undertaken by the Australia Council (2017) showed that people living in regional Australia increasingly recognised the positive impacts of investment in the arts on their daily lives and communities. It showed that creativity is strong in the regions and that living regionally did not substantially affect overall arts attendance or participation. In particular, the research revealed that attendance at First Nations arts in regional Australia has almost doubled since 2009.

At the time of the survey, 1 in 3 people in regional Australia had attended a First Nations arts event.

3. Investment Context

The research highlights that most regional Queenslanders believe that the arts have a 'big' or 'very big' impact on their lives. More than 7 in 10 believe that arts and culture:

(Australia Council 2017)





arts and culture are intrinsic to who we are as Queenslanders. In metropolitan and regional areas, arts and culture bring richness and meaning to individuals lives and strengthen communities"
(LGAQ 2016).



3. The Benefits from Investment in Arts, Culture and Heritage

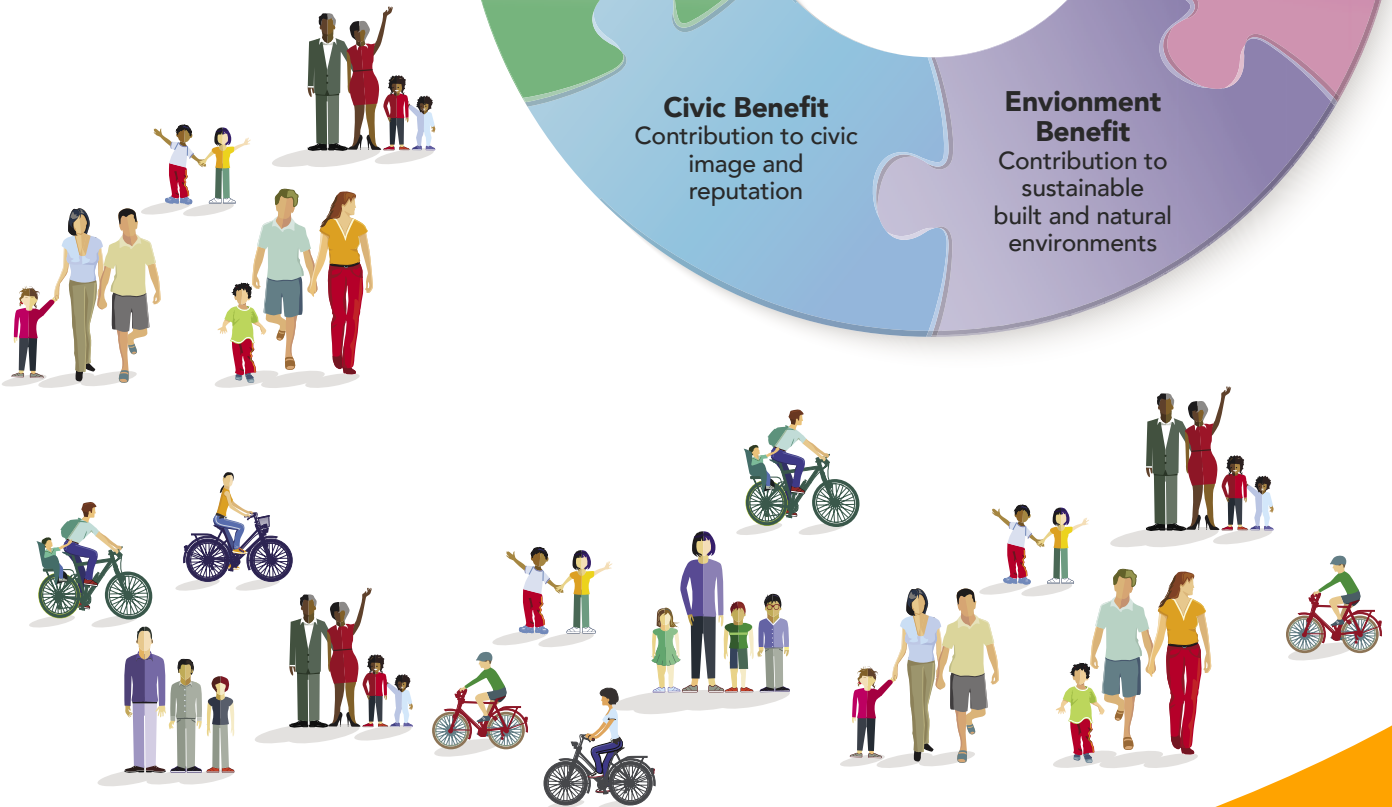
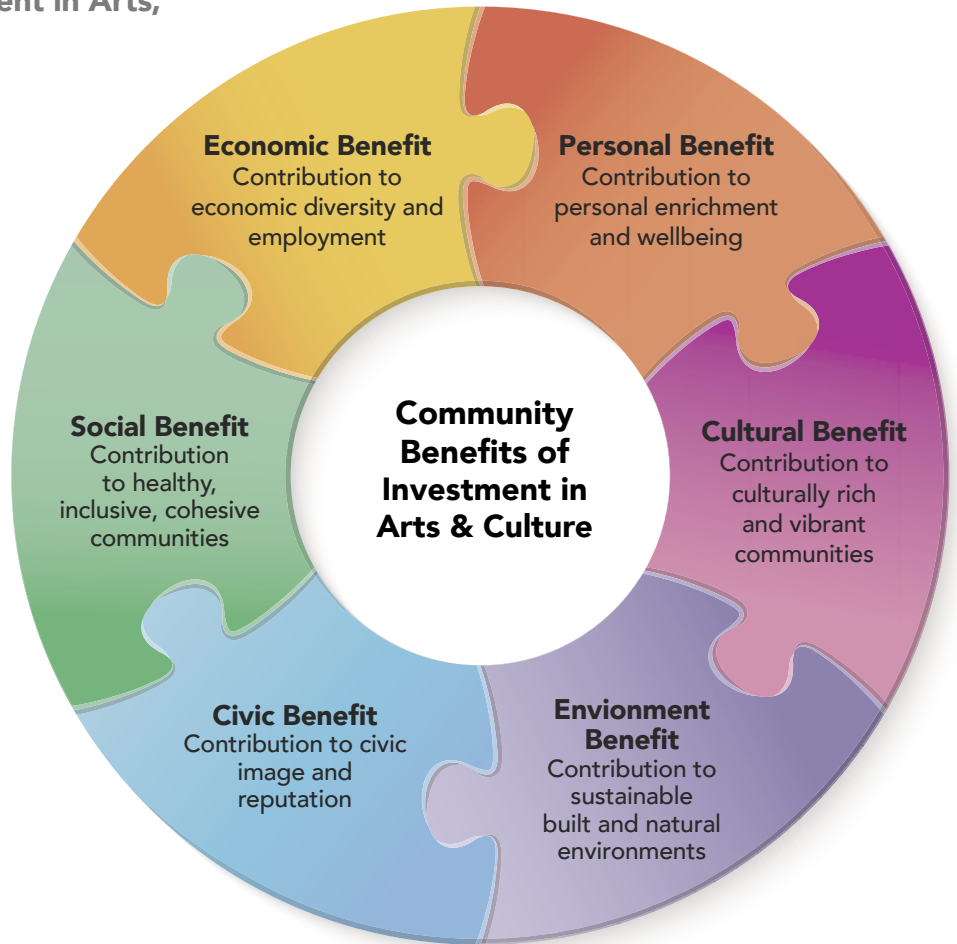
Research into the benefits arising from investment in arts, culture and heritage demonstrates that this investment generates considerable public benefit, described as 'public or cultural value'.

The personal, social and cultural benefits are the core elements that contribute to quality of life and quality of place and are the primary focus of investment. If these settings are right then the Shire stands to benefit greatly from retention of residents, the attraction of new residents, and the downstream economic benefits arising from creative industry and creative and cultural tourism.

Research shows that there are direct linkages between cultural vitality, a vibrant community and regional economic development.

3. The Benefits from Investment in Arts, Culture and Heritage

Investment in arts, culture and heritage generates considerable public benefit, described as 'public or cultural value'.





The region has a wealth of natural beauty, a rich and diverse Aboriginal culture and a colourful pioneering history.

There are around forty-one Aboriginal tribal nations in the Cape, each with its distinct language, history, culture, bush foods and bush medicines.



4. Our Story

The Cook Shire is a diverse and expansive region, incorporating most of the eastern and central parts of Cape York Peninsula. The area it covers is around 106,073 square kilometres – about 17% larger than the size of Tasmania. The Shire adjoins 13 other local government authorities and includes two internationally significant world heritage areas: the Wet Tropics and the Great Barrier Reef, which forms the Shire's outer boundary. The region has a rich First Nations heritage and is said to hold one of the world's best and largest collections of prehistoric art.

European settlement of the area began with Captain Cook's unplanned landing in 1770, which was followed in the 1800's by explorers, gold and tin miners and the establishment of pastoral and timber industries.

Cooktown, a part of traditional Guugu Yimithirr country, is the Shire's major town, service and population centre. It is a rare gem, ideally situated by the Endeavour River - a beautiful, unspoilt coastal town and one of Australia's most historically significant townships. This is where Lt. James Cook found safe haven in 1770 to repair his ship, the 'HM Bark Endeavour', and where the First Reconciliation took place between Europeans and First Nations people.



4. Our Story

The port of Cooktown became a hive of activity during the gold rush of the 1870's. By 1880 there were around 7,000 people in the area and about 4,000 permanent residents in the town. At its peak there were 47 licensed pubs within the town boundaries, a number of illegal grog shops and brothels, bakeries, a brewery and a soft drinks factory, dressmakers and milliners, brickworks, a cabinetmaker and two newspapers. The Chinese, a community of many thousands, played an important role in the early days of Cooktown. They came originally as prospectors but many established market gardens, supplying the town and the goldfields with fruit, vegetables and rice, while others opened shops.

Today Cooktown is the cosmopolitan hub of the Cape and retains a strong sense of its First Nations and European heritage. Nestling up against the mighty Endeavour River, its built heritage, abundant parkland and natural features sit comfortable alongside the services and facilities of a modern regional centre. Galleries, libraries, botanical gardens, markets, events and a regular program of arts activities all contribute to a local vibrancy for residents and visitors to enjoy.

As identified in the Cook Shire Council Operational Plan 2020/2021, the Shire is vast and diverse. This scale and complexity suggests that consideration may need to be given to area-specific strategies to better reflect the characteristics, aspirations and needs of particular communities.





5. Our Community

Population Growth Rate
Projection 2016-2041
+0.4% (Qld +1.6%)

Median Age Projection
2021-2041
48.6 years (Qld 43.5 years)

Country of Birth*

Born in Australia
70.4% (Qld 71.1%)

Born in ESB Countries
7.0% (Qld 10.5%)

Born in NESB Countries
6.9% (Qld 11.1%)

**not including 'not stated' responses*



Cooktown, the hub of the Cook Shire, is approximately 331 km north of Cairns by road via the inland route and slightly further if you take the more scenic and adventurous coastal route. Of the total Shire population (4,549, ABS 2019), most people live in the Cooktown region (2,912, ABS 2019).

A review of the Australian Bureau of Statistics (ABS) data provides a good understanding of the demography of the Shire and the changing nature of its society and economy.

Whilst the population has remained stable over many years and is not predicted to grow a great deal over the next 20 years, people are getting older with the median age estimated to increase by more than the Queensland average to the year 2041.

The population of the Shire is multi-cultural in nature, with a significant proportion of First Nations peoples. Of all residents in the Shire, 22% identify as Aboriginal or Torres Strait Islander or both (927). 13.9% of residents were born overseas, with 6.9% (292) migrating from non-English speaking countries.



5. Our Community

Over time, the economic structure of the Shire has also seen some change. Many of the traditional business sectors are showing a decline in number and employment, whilst the services sector shows growth.

As a plan for the whole community, the diverse and changing nature of the Cook Shire community suggests a need for a dynamic, flexible approach to the delivery of arts and cultural services.

In particular, at this time, the primary research indicates that young people and school children are priority groups for consideration in arts and cultural programming. Groups from non-English speaking cultures are also calling for more recognition. The ABS data analysis identifies other factors that may need to be considered into the future including: the ageing population; an increase in one parent families; the growing health care sector; and the increasing number of lone person households. The different characteristics and needs of each of the main population centres are further factors to consider.

The changing nature of the economic foundations of the Shire in the context of global and national trends suggests also that there are business and employment growth opportunities in the services sector, including cultural tourism and creative industry.





**Tropical
Vibes**

**Ancient
Cultures**

**Unique
Nature**

The Cook Shire offers all of the hero experiences that the TTNQ Destination Plan highlights.

6. Our Visitors

Tourism is important to the Shire's economy, with potential for further growth and an extended visitor season.

Most visitors to the Shire originate from Queensland followed by New South Wales and Victoria, with the peak visitor season running from June to October. The small number of international visitors to the Shire follows the same visitation pattern, with most emanating from English speaking countries.

While the Shire's Tourism Strategy: Action Plan 2012 acknowledges the potential of the 4WD adventure market, global and national market trends show that there are also growth opportunities in cultural and creative tourism and events tourism, particularly for indigenous arts and cultural events.

According to Tourism Tropical North Queensland (TTNQ), Far North Queensland is the most popular regional destination for international visitors, with a buoyant domestic market that delivers the most visitors and expenditure.

Poised on the doorstep, domestic and International visitors to Cairns present a sizeable visitor target market. By working closely with TTNQ and tapping into the support it provides, there is a significant tourism leveraging opportunity available to the Shire, provided it is market ready.



Arising from the consultation process, the core guiding values and principles upon which this plan is based are:

- Diverse
- Inclusive
- Collaborative
- Respectful
- Peaceful
- Easy lifestyle
- Lived reconciliation

7. Our Vision

The Cook Shire Council and the people of the region recognise the value that a rich arts cultural life can contribute to the well-being, cohesion and prosperity of the community. Guided by this Strategy, the Council and community will work together to protect and celebrate our values and way of life. We will promote opportunities for participation in arts and cultural activities that will enhance our identity, enrich our lives, grow our economy and connect our people.

Our vision for investment in arts and cultural development for the Shire is:

“Creativity and our rich natural and cultural heritage are fundamental qualities of our way of life, and our appeal as a unique and special place to live and visit: culturally rich, vibrant, balanced and unified.”



Our Strategic Priorities



1. Creative Life: An active, vital creative life with opportunities for all community members to engage and participate according to their needs, interests and abilities.



2. Cultural Vibrancy: A vibrant, cohesive community which values and celebrates its diverse culture and way of life.



3. Sense of Place, Identity and Community Pride: A strong sense of identity and place based on the acknowledgement, preservation and protection of our abundant natural, cultural and built heritage.



4. Animated Places & Spaces: Engaging and appealing public spaces and access to quality arts and cultural facilities.



5. Connectivity and Sustainability: A connected, collaborative and sustainable arts and cultural sector.



6. Cultural and Creative Enterprise: A resourceful, innovative creative and cultural sector that contributes to our dynamic, resilient local economy.



To foster the right environment where arts, culture and heritage can flourish, the successful implementation of the Strategy will require a close partnership between Council and the community.



8. Implementation

This Strategy provides direction for investment in arts, cultural heritage over the next five years, based around the values, the vision and the strategies that have been synthesised from the research and consultation process. Implementation touches on many areas of Council operations and an integrated, whole of Council approach is required to enable this plan.

• Action Plan

An Action Plan addressing each investment priority is written into this Strategy to guide front-line implementation over the next five-years. Each a year an Annual Action Plan will be drawn, identifying the specific actions to be undertaken that year.

Different aspects of the Annual Action Plan will mean different things to the parts of the Council involved in delivering the various aspects of arts, heritage and cultural services. Relevant actions should be transposed to annual departmental business plans as required.

In order to facilitate the proper integration and a whole of Council approach to implementation, it is recommended that an internal Council Cultural Services Collaborative Group be formed to meet periodically for planning, coordination and review purposes.



8. Implementation

• Role of Council & Community

As a Council initiative, Council is the Lead Agent in the delivery of the Strategy. It can play one or more of a number of roles in this process. Ultimately, to create the right environment where arts, culture and heritage can flourish, the successful implementation of the Strategy will require a close partnership with the community. Often the chief community liaison role falls to the presiding RADF Committee. The formation of a representative Arts and Cultural Advisory Committee is recommended to fulfill the community liaison role.

The scope of Council's role and responsibilities in the delivery of the Plan could include:

- **Provider:** Delivering Services
- **Funder:** Funding other organisations
- **Partner:** Forming partnerships and strategic alliances with other parties in the interests of the community
- **Facilitator:** Assisting others to be involved in activities by bringing groups and interested parties together
- **Advocate:** Promoting the interests of the community to other decision makers and influencers





The vast size of the Shire, its diversity and the differing needs of each community suggests that a more customised approach to planning for some areas may be required.



9. Resourcing

The vast nature of the Shire, its diversity and the differing needs of each community suggests that a one-sized plan is not necessarily going to suit all and that a more customised approach for some areas may be required.

Successful implementation of the Strategy that meets the different needs of each local community will require a hands-on approach best undertaken by a dedicated staff member i.e. Arts and Cultural Officer. This role has the responsibility of ascertaining, understanding and helping to facilitate the arts, cultural and heritage needs of each local area in the Shire. Appointed local champions in each town will help to build a functional business network and facilitate this process.

Council already spends a considerable amount of time, labour and money each year, either directly or indirectly, to support arts, culture and heritage. To facilitate the implementation of the Strategy, each financial year Council will grant an annual allocation of funds towards implementing initiatives documented in the Annual Action Plan. These initiatives will be recommended by the Cultural Advisory Committee in consultation with (the Arts and Cultural Officer and) the appropriate responsible Manager. This allocation may be part of or additional to funds allocated to the extant RADF program and Community Grants Program. To reinforce the different functions of each of these current programs, it would be helpful if grant program priorities were reviewed to be complementary.



9. Resourcing

• Strategic Partnerships

Given the limited nature of Council resources, opportunities and support that help to deliver on strategic priorities may also come from forming productive partnerships and alliances with key Regional, State and National organisations. Many of these organisations have a mandate and/or performance outcomes linked to touring/working in regional and remote areas. A list of possible Queensland partners appears in the Appendix.

It is important to again highlight the priorities identified by Arts Queensland in its new 'Creative Together 2020-2030' strategy and action plan. The intentions and priorities of this plan fit neatly with those of the Cook Shire and, with the support of the local RASN Officer, this presents significant opportunities.

• Additional Resources

Additional financial support may be sought to extend the capacity of Council to deliver on the scope of this strategy

through State and Federal funding opportunities, philanthropic support and private sector partnerships. A list of possible sources is provided in the Appendix.





Return on Investment is described as the Public Value created in the community over the period of the Strategy from Council's investment in arts, cultural and heritage programs.



10. Evaluation

• **Measuring Outputs**

As discussed in the Implementation section above, each year an Annual Action Plan will be prepared, identifying the actions that will be undertaken for that year. Whether these actions are implemented or not is the first output measure.

Additionally, specific projects, programs or events may/should have their own measurable goals. Evaluating these goals against set targets or measures is the next level of output evaluation.

• **Evaluating Outcomes and Impacts**

Measuring whether the Strategy has made a difference in the community over time is a matter of measuring Outcomes - the value created, change or difference in a community as a result of Outputs. Aggregating Outcomes achieved annually over the life of the strategy will provide a measure of overall impact or return on investment.



10. Evaluation

A useful framework for measuring Outcomes and Impact is an adaptation of the Cultural Vitality Framework (Jackson et al, 2006) which identifies four domains of measurement:

Information relating to Opportunity can be readily collected through internal data collection. Information relating to Participation and Support can be collected via event/project/activity evaluation or in the case of RADF and other Council funding programs, through the grant acquittal process.

Community (or Cultural) Value can be measured by using a values based measurement system (Dunphy 2012). It is considered best practise to establish the values and indicators through a process of consultation between Council and the community. An example of a useful value framework appears in the community survey delivered as part of the primary research for this plan.

Cultural Vitality Framework

1. Opportunity

- o How many projects /events /activities Council managed or supported



2. Participation

- o The extent, reach and diversity of participation over the scope of those activities

3. Support

- o The number of active partners, sponsors or collaborators directly involved

4. Community Value

- o Contribution to social, cultural, civic, environmental and economic value to the community



1. Creative Life

An active, vital creative life with opportunities for all community members to engage and participate according their needs, interests and abilities.

Objective	Initiative	Measure
1.1 Identify and document all practising artists, artisans and arts workers in the community and their development needs	<ul style="list-style-type: none"> • Undertake an audit of practising artists, artisans and artswokers in the Shire • Undertake a creative development needs assessment • Implement programs, initiatives, activities and/or align support program guidelines accordingly 	Research undertaken Assessment done Initiatives/ Guidelines aligned
1.2 Understand the arts and cultural needs and interests of the different communities and community segments in the Shire to enhance opportunities for participation and engagement	<ul style="list-style-type: none"> • Undertake an arts and cultural needs and interests assessment in each main community • Implement program/initiatives and/or align support programs accordingly 	Assessment undertaken Guidelines aligned
1.3 Proactively consider the creative needs and interests of school children and young people	<ul style="list-style-type: none"> • Liaise with the education sector to better understand the arts and creative needs of school children • Undertake an arts and creative needs analysis of young people in the Shire • Support appropriate programs, initiatives, activities and/or update grant program guidelines accordingly <ul style="list-style-type: none"> ○ Ensure youth priority in Council funding programs, including RADF ○ Include schools in the RADF program 	Assessment undertaken Assessment undertaken Support provided Guidelines amended
1.4 Continue to support community participation and engagement in arts and creative activities that acknowledges and reflects our demographic, geographic, social and cultural diversity including our First Nations heritage and migrant cultures	<ul style="list-style-type: none"> • Ensure community diversity is reflected in funding program guidelines and prioritised where appropriate • Ensure community diversity is reflected in programs, initiatives, activities <ul style="list-style-type: none"> ○ Consider aligning grant program guidelines with state or national events like Youth Week, NAIDOC Week, Senior Citizens Week, Mental Health Week, Multicultural Week 	Guidelines amended as appropriate Diversity is reflected in the scope of programs, initiatives and activities Alignment

2. Cultural Vibrancy

A vibrant, cohesive community which values and celebrates its diverse culture and way of life.

Objective	Initiative	Measure
2.1 Celebrate important civic occasions equitably across the region	<ul style="list-style-type: none"> Continue to provide/support opportunities for communities across the region to celebrate important civic occasions such as Australia Day; ANZAC Day, NAIDOC week and Remembrance Day et al. 	Equitable celebration of important civic occasions
2.2 Celebrate our values, cultural priorities and way of life	<ul style="list-style-type: none"> Continue to provide support for local events and festivals that celebrate community values and way of life through the Community Grants and the RADF programs Encourage the development of new community event ideas/initiatives <ul style="list-style-type: none"> Reflect in community grant guidelines Consider the development of a Special Event Planning and Management Strategy to optimise the planning, coordination and activation of local events in the Shire 	Support provided New initiatives Reflected in Guidelines Consideration and action
2.3 Support projects and initiatives which promote the cultural vitality and vibrancy of the communities in the Shire	<ul style="list-style-type: none"> Continue to provide support for projects and initiatives that reflect community cultural priorities through the Community Grants and the RADF programs Support local projects and initiatives which promote cross-artform and cross-sectoral cooperation and collaboration <ul style="list-style-type: none"> Reflect in RADF Guidelines Undertake a feasibility study for an annual Artist in Residence program which connects with schools and communities across the region Facilitate arts and cultural touring initiatives that augment local activities, provide a diversity of experiences and offer education and skills development opportunities Ensure RADF priorities are complementary to the Community Grant program priorities to minimise duplication 	Support provided Support provided Guidelines updated Feasibility study Touring initiatives Guidelines reviewed
2.4 Equitable access to library facilities	<ul style="list-style-type: none"> Continue to support and/or facilitate access to library infrastructure and cultural services throughout the Shire as a key investment in community cultural development 	Access to library and cultural services
2.5 Support the viability of First Nations Cultural Centres throughout the Shire	<ul style="list-style-type: none"> Facilitate/assist the operation/reactivation of First Nations Cultural Centres in the Shire where possible and/or appropriate Continue to facilitate/support the re-development of the Boat Shed cultural facility 	Assistance provided Support provided

3. Sense of Place, Identity and Community Pride

A strong sense of identity and place based on the acknowledgement, preservation and protection of our abundant natural, cultural and built heritage

Objective	Initiative	Measure
3.1 Proactively protect and preserve the Region's natural and built heritage	<ul style="list-style-type: none"> • Ensure all relevant Council policies and plans continue to reflect the importance of protecting and preserving the Shire's natural, cultural and built heritage 	Documented
3.2 Support projects and initiatives that seek to preserve, protect and promote the region's natural, built and diverse cultural heritage	<ul style="list-style-type: none"> • Ensure funding program guidelines reflect heritage management priorities • Review the inventory of built heritage assets and develop a heritage asset register and management plan • Undertake an audit of socio-cultural assets i.e. historical/commemorative markers/monuments/memorials/plaques, condition report and develop a management/maintenance plan • Continue to collaborate with cultural institutions based in or connected with the Shire • Develop a plan for the sustainability and management of Heritage House, Coen • Endeavour to ensure the integrity and sustainability of the VSJ Gallery and art collection 	Priorities established Register and Plan Audit conducted Report and Plan Collaboration Plan established Plan established
3.3 Maintain and enhance the attractiveness, amenity and appeal of our towns and streetscapes	<ul style="list-style-type: none"> • Support Council planning mechanisms which seek to enhance the amenity, appeal and experience of main town centres and streetscapes • Support permanent or temporal community initiatives that seek to establish and enhance a 'sense of place' in Shire towns <ul style="list-style-type: none"> ◦ Build into RADF guidelines 	Integrated planning and support provided Support provided Guidelines updated
3.4 Ensure events and community initiatives consider and manage environmental impacts	<ul style="list-style-type: none"> • Ensure that all arts and cultural events, projects and initiatives consider environmental impacts and risk management <ul style="list-style-type: none"> ◦ Link principle into local funding guidelines 	Guidelines updated

4. Animated Places & Spaces

Engaging and appealing public spaces and access to quality arts and cultural facilities

Objective	Initiative	Measure
4.1 Ensure access to affordable quality arts and cultural indoor and outdoor facilities and amenities	<ul style="list-style-type: none"> Continue to maintain and support local halls and cultural facilities for community use Continue to consult with communities and periodically review the fee structure for use of local halls and cultural facilities with view to optimising local usage and patronage Work with local communities to enhance local halls and outdoor settings to maximise their use and value as spaces and places for community cultural and social life Recommend a review of pricing structure to optimise the use of the Event Centre stage and hall as an affordable indoor performing arts venue Maintain 'Rates Relief for Charitable Organisations' policy Undertake a feasibility study for the construction of an outdoor amphitheatre in Cooktown 	<p>Ongoing support Consultation and review Consultation and Collaborative planning</p> <p>Recommendation</p> <p>Policy maintained Study undertaken</p>
4.2 Support projects and initiatives that animate public spaces and places for the general public and visitors, including temporal and permanent public art initiatives	<ul style="list-style-type: none"> Identify as a priority in RADF program guidelines Continue to support diverse, appealing programs and activities presented in indoor and outdoor public venues throughout the Shire Develop concept and management plan for an annual 'animating place' event for local artists, artisans and communities (a different place/town could be identified for each year) Review the current public art policy for range, depth and relevance Develop a Public Art Development and Management Plan to guide the creation and installation of high quality permanent and temporal public art works of artistic and cultural significance throughout the Shire and the management of public art assets 	<p>Guidelines updated Support provided</p> <p>Concept and plan Review undertaken</p> <p>Plan developed</p>
4.3 Protect, preserve and promote our public cultural assets	<ul style="list-style-type: none"> Audit and condition report all current public art assets and develop an appropriate management plan including an annual maintenance schedule Audit and condition report all current public information and interpretive signage, including historic markers, historic images on rubbish bins et al, and implement a replacement/refurbishment program 	<p>Audit & report done</p> <p>Audit and plan done</p>

5. Connectivity and Sustainability

A connected, collaborative and sustainable arts and cultural sector

Objective	Initiative	Measure
5.1 Establish and maintain a sustainable network of local arts and cultural organisations	<ul style="list-style-type: none"> Undertake an audit of all arts, cultural and heritage groups and organisations in the Shire Establish, publish and maintain an online network register of organisations Support activities designed to enhance planning, management and governance skills in the community, including event and project planning and management <ul style="list-style-type: none"> Prioritise in RADF guidelines Support activities designed to promote, support and train volunteers 	Audit undertaken Register published Support provided Prioritised Support provided
5.2 Establish and maintain a network of local practising artists, artisans and art workers	<ul style="list-style-type: none"> Establish, publish and maintain an accessible online directory of practising artists, artisans and art workers 	Network register published
5.3 Research and implement a communications strategy for the more effective promotion of arts, heritage and cultural activities and events to the wider community and to visitors	<ul style="list-style-type: none"> Research community event/project/activity communication preferences Establish a communications plan with an optimum communications mix Update Council events calendar software to include social media links, newsletter subscription option, authorised user event postings and other features available in modern software Establish a dedicated Events Calendar tab on Council Home Page 	Research undertaken Plan established Software updated Tab established
5.4 Promote business and services sector partnerships with the arts and cultural sector	<ul style="list-style-type: none"> Promote the value of creativity and cultural vibrancy to the business and services sectors Foster linkages and partnerships with these sectors to extend the value to the broader community 	Advocacy plan Linkages established
5.5 Foster partnerships and alliances with the boarder arts, culture and heritage sector	<ul style="list-style-type: none"> Develop productive relationships with external arts/cultural service organisations and producers (refer Appendix) Continue to support the Queensland Regional Arts Services Network Actively participate in regional and state-wide arts and cultural networks 	Relationships established Support continued Active participant

6. Cultural & Creative Enterprise

A resourceful, innovative creative and cultural sector that contributes to our dynamic, resilient local economy

Objective	Initiative	Measure
6.1 Foster the development of creative industry	<ul style="list-style-type: none"> Support activities/initiatives which enhance the business skills/acumen of local artists, and artisans Support projects/initiatives that promote the distribution and sales of locally made arts and crafts – creative enterprise Facilitate the creation and distribution of a specialised range of locally made, high quality arts/crafts souvenirs through the Visitor Information Centre and online shop Revisit the Economic Development Strategy to incorporate creative industry 	<p>Support provided</p> <p>Support provided</p> <p>Support provided</p> <p>CI Incorporated</p>
6.2 Foster the development of creative and cultural tourism	<ul style="list-style-type: none"> Liaise closely with TTNO, Ranger Groups and the tourism sector in the development and promotion of distinctive cultural and creative tourism experiences Ensure local tourism collateral better incorporates and promotes arts, culture and heritage experiences and trails Better package and present the arts, culture and heritage of the Shire as intrinsic to the visitor experience Revisit Tourism Strategy to incorporate cultural and creative tourism as key drivers 	<p>Active liaison</p> <p>Collateral review</p> <p>Updated packaging and presentation</p> <p>Incorporated</p>
6.3 Elevate the role of local events and festivals as a means to enhance the visitor experience and extend the tourist season	<ul style="list-style-type: none"> Continue to support the key local festivals in the Shire as feature community events and tourism opportunities Continue to integrate local events and festivals into tourism marketing and promotions In conjunction with 2.2 above, plan and manage an annual event program designed to extend the tourism season into the shoulder season periods Consider the potential and feasibility of an annual First Nations arts and cultural festival in Cooktown as a Hallmark event of National and International appeal 	<p>Plan completed</p> <p>Support provided</p> <p>Planning undertaken</p> <p>Study undertaken</p>
6.4 Ensure the region's rich heritage and vibrant arts and cultural life are an integral aspects of the destination brand and brand associations	<ul style="list-style-type: none"> Along with the natural features and attractions of the Shire, ensure its distinctive character, culture and creativity are integral elements of tourism positioning and promotion 	<p>Destination positioning reviewed and enriched</p>

Appendix

1. Methodology

The development of the Arts and Cultural Investment Plan included a number of phases:

- Planning Phase
 - Confirming the scope of the plan
 - Establishing the consultation scope and methodology
- Research Phase
 - macro environmental research & analysis
 - policy and research environment
 - Quantitative & qualitative cultural assessment
 - Community Consultation – Group & individual consultations
 - Public contribution – community survey for broader public contribution
- Strategic Review – foundation document
- Policy & Plan Development
 - Draft policy & plan review
 - Finalisation
 - Graphic design
- Completion and delivery

2. Strategic Review - Foundation Document

The content and ideas in Strategy are drawn from an initial body of primary and secondary research.

The research is consolidated in an initial strategic foundation document and includes:

- Definitions
- Megatrends
- Value of investment in arts and culture
- Cultural vitality and regional development
- Creative economy
- Investment in Arts & Culture
- Macro Arts Policy Environment
- Cook Shire Regional Profile
- Cook Shire Community Profile
- Policy and Planning Linkages
- Tourism in Cook Shire
- Community Consultation
- Arts & Cultural Audit
- Analysis
- Strategic Summary

3. Definitions

- **Culture**

Culture can be considered broadly as who we are (identity), the things we care about and give meaning to (knowledge, beliefs, values, attitudes) and the way we express those things (our way of life, including customs, codes and manners, dress, cuisine, language, arts, technology, religion and rituals; norms and regulations of behaviour, traditions and institutions) (from Hawkes, 2001) The three key dimensions of culture are:

- Our sense of place, our values and our identity
- The material products of creative processes
- Our engagement with and participation in, cultural and creative processes

- **The Arts**

The arts are an expression of culture, the activities that enable expression of cultural meaning, through performing, visual, media and literary art forms, or combinations of those (CDN 2017)

- **Heritage**

Cultural heritage is the legacy of physical artefacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations (UNESCO)

- **Cultural Development**

The process of enabling cultural activities, including the arts, towards the realisation of a desired future, particularly of a culturally rich and vibrant community

- **Cultural Services**

'Cultural services' refers to those services delivered by and those facilities or organisations directly or indirectly supported by Council relating to arts and culture including heritage

- **Cultural & Creative Industries**

Cultural and creative activities which have their origin in individual creativity, skill and talent and which have the potential for wealth and job creation through the generation and exploitation of intellectual property

- **Cultural & Creative Tourism**

Cultural Tourism is the subset of tourism concerned with a traveller's engagement with a country or region's culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion(s), and other elements that helped shape their way of life (OECD 2009)

Creative Tourism is tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences, which are characteristic of the holiday destination where they are taken (Crispin Raymond and Greg Richards, 2000)

- **Public art**

Public art is all artistic works of a permanent, temporary or ephemeral nature located in open public spaces or facilities and accessible to the public

- **Community art**

A community art project is where members of the community actively participate in the making of the artwork. This type of project allows for a community to express ideas, concerns or issues through a collective creative process.

4. References

Key documents informing the development of the plan include:

Internal Documents

- Cook Shire Council Community Plan 2011 – 2021 Cook Shire Corporate Plan 2017-2022
- Cook Shire Council Annual Operational Plan 2020-21
- Cook Shire Economic Development Plan 2016
- Cook Shire Arts & Cultural Policy 2019
- Cook Shire Council Planning Scheme 2017
- Regional Arts Development Fund Grant Program (RADF) Guidelines 2015
- Cook Shire Council Plaques Memorials and Monuments Policy 2020
- Community Grants and Support Guidelines 2019
- Cook Shire Council Community Grants and Support Program General Policy 2019
- Rates Relief for Charitable Organisations Policy 2020
- Cook Shire Tourism Strategy: Action Plan 2012
- Cooktown Streetscape Plan 2007
- Buildings Asset Management Plan 2019
- Foreshore & Webber Esplanade Revitalisation Plan- Identified but not seen
- Waterfront Development Plan 2012- Not seen
- Visitor Information Centre – Visitor statics 2018/19
- Sundry local tourism related brochures, pamphlets etc.
- Sundry local history articles and documents

Other Documents

- Department of Infrastructure, Transport, Regional Development and Communications
 - Office of the Arts – <https://www.arts.gov.au/>
- Australia Council
 - Corporate-plan-2019-2023
 - Government cultural funding and participation 2017-18
 - The arts in regional Australia: A research summary November 29, 2017
- Arts Queensland
 - Creative Together 2020–2030 - A 10-Year Roadmap for arts, culture and creativity in Queensland
 - Sustain 2020-2022 - An action plan for Creative Together 2020–2030
- TTNQ
 - TTNQ Destination Tourism Plan 2020
 - March-2020-IVS-Fact-Sheet
 - March-2020-NVS-Fact-Sheet
- ABS
 - Qld-regional-profiles-resident – Cook Shire
 - Qld-regional-profiles-time-series – Cook Shire
 - 2016 Census – General Community Profile – Cook Shire
 - Quick Stats – Cook Shire
- <https://www.cairnsartsandculturemap.com.au/>
- <https://whatson.townsville.qld.gov.au/>
- Sundry local tourism related brochures, pamphlets etc

Literature Review

The literature review is extensive and can be found in the foundation report which underpins this plan, Cook Shire 'Arts & Cultural Planning Strategic Review'.

5. Grants and Funding

The following list is a summary of current grant programs for which actions and initiatives outlined in this plan may be eligible:

- Regional Arts Fund (RAF)
 - Agency: Attorney-General's Department - Ministry for the Arts. Administered in Queensland via Flying Arts Alliance
- Regional Arts Development Fund (RADF)
 - Agency: Arts Queensland. Administered locally by Cook Shire Council
- Queensland Destination Events Program
 - Agency: Tourism and Events Queensland
- Queensland Arts Showcase Program (QASP)
 - Agency: Queensland Government, Arts Queensland
- Touring Queensland Fund (TQF)
 - Agency: Queensland Government, Arts Queensland
- Celebrating Multicultural Queensland Grants Program
 - Agency: Queensland Government, Dept of Communities
- Celebrating Reconciliation Small Grants Program
 - Agency: Department of Aboriginal and Torres Strait Islander Partnerships
- Gambling Community Benefit Fund (GCBF)
 - Agency: Queensland Government; Dept of Justice and Attorney General
- Backing Indigenous Arts]
 - Agency: Queensland Government, Arts Queensland
- Indigenous Regional Arts Development
 - Agency: Queensland Government, Dept of Premier & Cabinet
- The Show Societies Grant Program
 - Agency: Queensland Government, Dept of Infrastructure
- Festivals Australia
 - Agency: Attorney-General's Department - Ministry for the Arts
- In a Good Place
 - Agency: Foundation for Regional Renewal
- Culture, Arts, Tourism & Community Heritage (CATCH)
 - Agency: Foundation for Regional Renewal
- Caring for Ageing Rural Australians (CARA)
 - Agency: Foundation for Regional Renewal
- Small Grants for Rural Communities (SGRC)
 - Agency: Foundation for Regional Renewal
- QGC Community Benefit Fund
Agency: Shell Australia

More details about these programs are available from the relevant Agency.

Philanthropic Support

Details of opportunities available through the Philanthropic sector can be found at Philanthropy Australia, <http://www.philanthropy.org.au/> and accessed in the Directory of Funders, available on subscription.

Philanthropic organisations known to support arts and cultural activities in regional and remote Queensland areas include:

- Tim Fairfax Family Foundation: tfff.org.au
- John Villiers Trust: jvtrust.org.au
- Vincent Fairfax Foundation: vfff.org.au
- Helene Jones Charitable Trust
- Harold Mitchell Foundation: haroldmitchellfoundation.com.au
- The Christiansen Fund: www.christensenfund.org
- Sidney Myer Fund: www.myerfoundation.org.au
- Westpac Foundation: www.westpac.com.au/about-westpac/westpac-foundation/
- Nelson Meers Foundation: www.nelsonmeersfoundation.org.au
- Matana Foundation for young people: www.matanafoundation.org.au
- Ian Potter Foundation: www.ianpotter.org.au
- Coca-Cola Foundation: www.ccamatil.com/AboutCCA/Pages/Coca-ColaFoundation.aspx

6. Potential Partners/Collaborators

Cairns

Organisation	Service/Program	Option/s
Cairns Regional Gallery	Exhibitions Workshops Schools programs	Access to artists for workshops in schools and the community, Touring exhibitions
Tanks Art Centre	Tanks combines two main functions, that of a 'presenter' organisation offering a range of arts and cultural events and activities to a wide audience, and also as a community cultural development organisation which aims to proactively engage local communities in cultural expression and participation.	Possible touring partner/collaborator for adult, youth and children's programs
Jute Theatre Company	Professional theatre company aiming to create capacity for the development of new work— stories from the region, generated in the region and performed with regional voices fully in the limelight.	Possible performing arts collaborator for acting, writing and project development.
Indigenous Art Centre Alliance	IACA is the peak body that provides high quality services and resources that supports excellence within Indigenous Art Centres of Far North Queensland.	Advocacy and long-term support for development, marketing and promotion.

Townsville

Organisation	Service/Program	Option/s
Dance North	One of Australia's leading contemporary dance companies. Dance north empowers and supports artists by providing a creative hub for many artistic voices including a diverse range of choreographers, guest collaborators, artists in residence and dancers. Alongside our professional ensemble and touring productions sits the Community Experience Projects.	Touring opportunities. Workshops and training in communities and schools. Driven by a dedicated team, Dance north works with diverse and minority communities across Queensland using dance to support, enhance, inspire and heal - bringing communities together.
Perc Tucker Regional Gallery	Townsville's premier regional art gallery, offering a dynamic range of local, national and international exhibitions complemented by workshops, talks and a host of other programs.	Touring exhibition collaboration Workshops and resources Online workshop programs
Umbrella Studio Contemporary Arts	An important centre for contemporary art in North Queensland.	Touring exhibition collaboration Workshops and resources Artists in schools Artists in Residence

Brisbane

Organisation	Service/Program	Option/s
Flying Arts Alliance	Creative/PD workshops; touring exhibitions; artists/artswoker insurance; professional & educational resources	Touring artists & Exhibitions, Professional development, Insurance, Resources, Funding support through small schools program and RAF.
Museum and Gallery Services	Museum management & operations advice & support, Touring exhibitions.	Support, guidance, Resources, Touring programs.
Queensland Music Festival	Biennial state-wide music festival, Schools performing arts touring program.	Festival events/activities, Schools/youth touring activities
ArTour	Performing arts and visual arts touring products and services.	Access to touring products, Assistance with touring opportunities and connection with touring networks.
Australasian Dance Collective	Australasian Dance Collective offers schools contemporary dance workshops throughout the year by request.	Dance workshops.
QMusic	QMusic's events and programs support the professional development of emerging and established artists and connects them with an international music industry network.	Professional development workshops and resources.
Musica Viva	Musica Viva In Schools is an all-inclusive package that provides a year-round engaging music program for teachers and students. Musica Viva provides financial assistance to schools cannot ordinarily access the Musica Viva In Schools program because of location, size or level of resources.	Interactive live performances, Teaching and learning resources, Online professional development and support.
Opera Queensland	Opera Queensland delivers a diverse, complex and accessible program of opera and related activities for all Queenslanders.	Touring opportunities. A dedicated program for schools to bring opera into the classroom.
Flipside Circus	Flipside Circus is Queensland's largest youth arts company. We enjoy a reputation for excellence in training and performance as well as for supporting Queensland's world-leading circus sector.	Touring performances, Training for young people in and outside of schools.



Cook Shire
COUNCIL