Gladstone Region Arts & Cultural Development Plan

2018~2022

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REGIONAL COUNCIL

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Our Culture

In 2002 the United Cities and Local Governments (UCLG) 2002 Agenda 21 for Culture (to which Australia is a signatory) formally recognised that for ongoing human development to be sustainable, culture must be given a central role in policy. As a result, cultural policy in Local Government is now accepted as the 'fourth pillar of sustainability'.

Consistent with this global agenda the Gladstone Regional Council acknowledges that the sustainable development of the region requires the integration of the four pillars of sustainability: environment, economy, society and culture.

Culture in its widest sense is about what matters to people and communities; who we are and what we value: 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 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. Heritage is what we value about our cultural history and maintain and preserve for the benefit of this and future generations.

Indigenous Acknowledgement

The Gladstone Regional Council acknowledges the traditional Country of the Byellee, Gooreng Gooreng, Gurang and Bunda peoples 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 Gladstone Region.

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Our Cultural Plan

A healthy, vibrant culture is an important element of a 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 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.

Underpinned by the Arts & Cultural Development Policy 2018-2022, this Plan is designed to encourage broad engagement and participation in locally determined, quality arts and culture experiences and provide the foundation for a cultural vitality that enhances our distinctive character and way of life.

This is a Plan for the whole community. It embraces the diversity of our 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 and community voice. It builds on the work of many groups and individuals who have contributed and continue to contribute to the cultural life of the community.

Over many years Council and the community have made a considerable investment in arts and cultural development. The return on this investment in public value has been significant. This Plan builds on this substantial platform and provides a framework for further investment around a shared vision. It outlines the direction for a vibrant, creative, welcoming community, brimming with cultural vitality.

This document is underpinned by an extensive primary and secondary research and analysis process which is encapsulated in the Foundation Document. In the interests of length and readability the audit and most of the background information is not included in this document.

**Document linkages are identified in the Appendix

Our Story

Gladstone Region, the amalgamation of the City of Gladstone and the Shires of Calliope and Miriam Vale, came into being on 15 March 2008 as a result of the report of the Local Government Reform Commission.

This region is the traditional country of the Byellee, Gooreng Gooreng, Gurang and Bunda peoples. The rich traditions of this ancient culture live on today through their direct decedents who provide leadership in the community to help achieve a shared future united in focus, spirit, culture and identity

In May 1770, the HM Bark Endeavour, under the command of Captain James Cook, sailed by the entrance to Gladstone Harbour under the cover of darkness. Subsequently Matthew Flinders, during his 1801–1803 circumnavigation of Australia, became the first recorded European to sight the harbour. He named the harbour Port Curtis, after his colleague Admiral Roger Curtis.

Early attempts to settle the region were eventful. The site of a new town on the shores of Port Curtis was finally surveyed in 1853 and as land became available there was an influx of free settlers. The fledgling town was named after the British Prime Minister William Ewart Gladstone.

The development of Gladstone was slow until 1893 when a meatworks was established at Parsons Point. In 1963, Queensland Alumina Limited established its alumina refinery on the site of the old meatworks. Gladstone's port facilities were expanded and the city launched into an era of industrial development and economic prosperity.

The discovery of gold in 1862 gave rise to the Calliope diggings, and by 1864 there were 400 miners, four stores and three hotels in the settlement. By 1868 Calliope boasted sufficient permanent settlement to sustain a private school, and three years later the Calliope Township was surveyed. In 1968 a second railway line was constructed through Calliope, connecting the Moura coalfield to Gladstone. That event coincided with plans for an alumina refinery in Gladstone, and there was a considerable spillover of population to out-of-town Calliope during the 1970s.

Miriam Vale was the administrative centre of the former Miriam Vale Shire. The early pastoral leaseholds in the areas ran sheep and increasing numbers of cattle. There was also timber cutting, especially hoop pine in the Eurimbula 'scrub' near Bustard Bay in 1870s. In the 1890s several of the pastoral leaseholds were resumed for farm selections, and the railway was extended northwards from Bundaberg to Rosedale (1892) and connected to Gladstone via Miriam Vale (1896-97). There was mixed farming, including bananas and tobacco, while dairying at Bororen supplied the Gladstone dairy factory.

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Our Community

Today the Gladstone Region comprises the urban centres of Gladstone, Calliope, Boyne Island and Tannum Sands, plus a number of small towns including Agnes Water, Miriam Vale, Mount Larcom, Ubobo and Yarwun. Many smaller localities also exist in between.

Major industry plays a key role in the economy including two of the world's largest alumina refineries, an aluminium smelter, a power station, cement and chemical manufacturers and Queensland's largest multi-commodity port, based on volume. The Gladstone State Development Area continues to attract large industry to the Region, including the construction of three Liquefied Natural Gas (LNG) plants on Curtis Island in recent years. Alongside its industrial base the region also has a reputation for its tourism, agriculture, aquaculture and fishing.

The Region currently hosts a population of around 63,000. It enjoyed above average population growth for many years until recently where, due to changes in its industrial foundations, the population then began to decline. Not-with-standing, the population is still projected to grow at a steady pace until 2036 (the limit of current projections) with the number of young families predicted to be well above Queensland the average.

The greater percentage of the population was born in Australia (77.5%). Of those born overseas, 8.3% were born in an English speaking country and 6.1 % were born in a non-English speaking country. 4.1% of the population are Indigenous to Australia or the Torres Strait Islands.

Our Visitors

Overnight visitors to the region are primarily domestic visitors (~85%), the greater percentage of whom are from intrastate, travelling by car for the purpose of having a holiday or visiting friends or relatives. Over 70% of domestic overnight visitors are aged 35 or older. The Gladstone Region also has a healthy domestic day trip market, who mostly emanate from Central Queensland, are aged 15-54, and who travel for a holiday or to visit friends or relatives. Top activities by domestic visitors include eating out and visiting friends, followed by going to the beach or seeing the sights. Of the small percentage of international overnight visitors to the region, most are couples or singles aged 15-34 travelling for holiday purposes.

Since 2016 the Region has also become a popular cruise ship destination, with Gladstone being added to the P & O Cruise calendar. The cruise ships berth at the Auckland Point Terminal facility at Auckland Inlet and cruise passengers are treated to the attractions of the region including the colourful East Shores Feast-on-East Markets.

Our Vision

The vision for arts and cultural development flows from Council's vision for the Region as described in its Community Plan 2028 and the intent outlined in the current Corporate Plan "to improve our community."

Our values are lived and celebrated through equitable and diverse opportunities to participate in a rich creative and cultural life as an essential element of the Gladstone Region's exceptional lifestyle, heritage and reputation as a sustainable region of choice.

Our Shared Values

The core principles upon which this policy is founded were identified and documented through an expansive community consultation process. These values are:

- **Personal Values**
  - Personal enrichment and wellbeing

- **Cultural values**
  - Community identity
  - Creativity
  - Cultural diversity
  - Cultural heritage

- **Social values**
  - Inclusivity
  - Equitable opportunity
  - Respect

- **Civic Values**
  - Cultural leadership
  - Collaboration
  - Regional image and reputation

- **Environmental Values**
  - Natural heritage
  - Balanced development
  - Sense of place

- **Economic Values**
  - Creative Enterprise
  - Economic resilience

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Our Priorities

- **Creative Life**
  - An active, vibrant arts and cultural sector with opportunities for all community members to participate according their needs, interests and abilities

- **Unified, connected community**
  - A cohesive community that values and celebrates its way of life, civic occasions and achievements

- **Animated Places & Spaces**
  - Engaging and appealing public spaces and access to quality arts and cultural facilities

- **Valued History and Heritage**
  - A strong sense of history through the preservation, promotion and visibility of the region's rich natural and cultural heritage

- **Partnership and Collaboration**
  - Productive partnerships and alliances within and external to the Region

- **Cultural Citizenship**
  - Sound community based leadership of a well coordinated arts and cultural sector

- **Cultural and Creative Enterprise**
  - An arts and cultural sector that contributes to a dynamic, resilient local economy

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Our **Implementation Plan**

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1. Creative Life

- **An active, vibrant arts and cultural sector with opportunities for all community members to participate according their needs, interests and abilities**

Objectives	Initiatives	Measure
1.1. Know our creative skills, needs and interests	• Review, update and maintain the register of artists, artisans and arts workers	• *Audit completed, documented & reviewed annually*
1.2. Build our creative capacity	• Undertake a community creative development needs assessment and identify training priorities	• *Assessment completed; priorities identified*
	• Provide and or/support opportunities that enhance the creative development of local artists, artisans and arts workers based on identified priorities	• *Support provided according to identified needs*
	• Link principle into local funding RADF guidelines	• *RADF Linkage established*
1.3. Build the professional capacity of our artists, artisans and artsworkers	• Undertake/refresh an arts and cultural sector professional skills development needs assessment and identify training priorities	• *Assessment completed; priorities identified*
	• Provide and or/support opportunities that enhance the professional development of local artists, artisans and arts workers based on identified priorities	• *Support provided according to identified needs*
	• Establish and support a visiting artist in residence program (visual, music, dance and/or performing arts)	• Artist in residence program established
	• Link professional development principle into local funding RADF guidelines	• *RADF Link established*
1.4. Foster community engagement and participation	• Continue to provide support for the diverse interactive programs offered by major venues i.e. GECC; GRAGM; Regional Library	• *Recurrent funding provided*
	• Continue to support community events through community funding and major event support	• *Recurrent funding support provided*
	• Promote and support opportunities that encourage the engagement and participation in arts, cultural and heritage activities for the broader community across all lifecycle stages including children, young people, families, adults and	• *Principles promoted and support provided and measured*

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1.4. Foster community engagement and participation	• Promote and support opportunities that encourage the engagement and participation in arts, cultural and heritage activities for disadvantaged sectors of the community	• *Principle promoted and support provided and measured*
	• Promote and support opportunities that encourage linkages between arts/cultural sector and non sector interests including health, sports, education, community services	• *Principle promoted and support provided and measured*
	• Develop specific initiatives that promote the engagement and participation of primary & high school students o Establish an Education Reference Group to assist with planning, participation and advocacy	• *Principle promoted and support provided and measured*

	• Develop specific initiatives that promote the engagement and participation of young people (16-26 yo)
	    o Establish a young persons cultural advisory group to assist with planning, participation and advocacy
	    o Link with GRC Youth Services
		• *Principle promoted and support provided and measured*
		    o *Group established*

	• Maximise the value to the broader community of visiting artists and/or productions	• *Visits maximised*
	• Ensure the principles of reach, diversity and equitable opportunity are linked into RADF and other community funding guidelines	• *Principles embedded*
	• Undertake RADF and Community Grant information/consultation sessions widely in the region prior to each funding round	• *Information/consultation sessions undertaken*
1.5. Acknowledge and value our cultural diversity	• Promote and or/support opportunities/events that are designed to celebrate community cultural diversity	• *Opportunities/events identified and supported according to funding guidelines*
	• Meet with local Australian Indigenous leaders to discuss opportunities to better represent indigenous history & culture in mainstream activities, programs and publications	• *Australian Indigenous history & culture appropriately represented*
	• Meet with local Indigenous leaders to discuss the establishment of an Australian Indigenous creative arts professional development program	• *Meeting, discussion, appropriate action*
	• Ensure the principle of cultural diversity is linked into RADF and local funding programs	• *Principle embedded*

2. Unified, Connected Community
- **A cohesive community that values and celebrates its way of life, civic occasions and achievements**

Objectives	Initiatives	Measures

2.1. Celebrate important civic occasions	• Continue to provide/support opportunities for a communities across the region to celebrate important civic occasions such as Australia Day; ANZAC Day, NAIDOC week and Remembrance Day et al
	   o Ensure the regional reach of these civic occasions
	   o Review current human/financial capacity to support/deliver on these opportunities across the region
		• *Celebration of important civic occasions*
		
		• *Review undertaken*

2.2. Celebrate our lives and lifestyles	• Continue to provide support for events and festivals that celebrate community values and way of life through the Community Donations, Major Event Support and the RADF programs • Consider new event opportunities on merit, as they may arise i.e. Queensland Music Festival, Queensland Symphony Orchestra et al • Consider other opportunities that arise that may help to bring communities closer together	• *Opportunities/events identified and supported* • *New opportunities considered* • *Opportunities considered*
2.3. Acknowledge important individual and/ or community achievements	• Continue to acknowledge community achievements and/or contributions by groups/individuals to the well-being and reputation of the community i.e. Australia Day Awards • Establish a separate annual Cultural Champion Award to acknowledge those who make a significant contribution to the cultural well being of the community	• *Achievements/contributions acknowledged* • *Cultural Champion Award established*

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

Objectives	Initiatives	Measure
3.1. Maintain & enhance the appeal and attractiveness of our towns and streetscapes	• Continue to maintain and enhance the natural features of parks, gardens and open public spaces throughout the Region	• *Well maintained park and public spaces and appealing streetscapes*
3.2. Animate public spaces and places	• 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)	• *Annual animating place event*
	• Develop a **Public Art Development Plan** for the creation and installation of permanent and temporal public art works around the region of artistic significance with view to developing an appealing PA trail around the region	• *Public Art Development Plan*
	• Continue to support diverse, appealing programs and activities presented in major public venues including GRAGM, GECC and the Gladstone Library network ○ Proactively pursue regional outreach extensions	• *Ongoing support provided*
	• Consider developing a 'Main Street Placemaking' program for Goondoon St. CBD to look at enhancing sustainable appeal, attractiveness and animation for locals and visitors	• *Program developed and implemented*
	• Consider establishing and supporting an outreach Placemaking program which inspires each community to plan and implement a permanent or temporal Placemaking project	• *Program developed& implemented*
	• Continue to support the development and promotion of the Turtle Way Artscape	• *Art Trail developed and promoted*
3.3. Access to quality arts and cultural facilities and amenities	• Continue to maintain existing local halls and cultural facilities	• *Quality, well kept arts and cultural facilities*
	• Review fee structure of existing local halls and cultural facilities with view to optimising local usage	• *Fee structure reviewed*
	• Undertake feasibility study for the provision/support of a dedicated community art/recreation facility in Agnes Water	• *Feasibility study completed*
	• Undertake feasibility study for the provision/support of a dedicated community art/recreation facility in Gladstone city area	• *Feasibility study completed*

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4. Valued History and Heritage
- A strong sense of history through the preservation, promotion and visibility of the region's rich natural and cultural heritage

Objectives	Initiatives	Measures
4.1. Preserve and celebrate our history	• Continue to support and encourage the development of heritage programming in the major cultural venues, including activities during the annual Australian Heritage Festival o Foster regional and remote outreach extensions	• *Heritage programming incorporated*
	• Continue to support the Heritage Officer role and consider extending the role to a full time position to be shared between GRAGM and Gladstone Library	• *Heritage Officer role extended and shared*
	• In conjunction with the Reconciliation Action Plan Research, design and install 'Our Town, Our Story' story boards/displays at strategic locations in the main towns in the Region which tell the Aboriginal historical story alongside the European historical story, as part of a heritage trail	• *Story boards designed and installed*
	• Initiate a permanent heritage trail development project for the Gladstone city area which identifies and informs about significant historical buildings and sites in the area	• *Heritage trail established & promoted*
	• Continue support for the oral history project to permanently capture the personal history stories of elders/seniors around the region including 'Our Priceless Past'	• *Oral history ongoing*
	• Undertake an audit of cultural assets i.e. historical/commemorative markers/monuments /memorials/plaques, condition report and develop a management/maintenance plan. o Maintain and document and promote as part of a heritage trail	• *Audit & condition report completed* • *Management plans completed*
	• Ensure heritage projects are incorporated into RADF local funding priorities	• *Priority recorded*
4.2. Ensure the preservation of the historic built environment	• Document, monitor and maintain the character of historical facades, buildings and remnants in Gladstone and surrounding towns	• *Historical features/streetscapes are maintained and preserved*
4.3. Promote the protection and enhancement of the quality of the natural environment and attractions	• Ensure that all arts and cultural events and initiatives consider environmental impacts and risk management o Link principle into local funding guidelines	• *Principle linked*
	• Develop a register of sites of historical and cultural significance and associated management plan	• *Register completed*

5. Productive Partnerships
- Productive partnerships and alliances within and external to the Region

Objectives	Initiatives	Measures
5.1. Promote partnerships within Council	• Ensure all Council departments and staff are aware of the arts & cultural plan • Establish a planning and meeting protocol between internal service units involved in the delivery of arts and cultural services to maximise resources, reach and collaborative opportunities and synergies	• *Council staff is aware of the plan and implications.* • *Opportunities for collaboration are identified and progressed as appropriate*
5.2. Promote partnerships between arts and cultural groups	• Ensure artists, arts and cultural groups are aware of the arts and cultural plan and foster support and collaboration	• *Arts and cultural community is aware of the plan*
5.3. Promote partnerships with the business community	• Ensure that the business community is linked into the arts and cultural plan and identify opportunities for collaboration and business synergies	• *Business community is aware of the plan and implications*
5.4. Promote partnerships with community services sector	• Ensure that the community services sector is linked into the arts & cultural plan and identify opportunities for collaboration	• *Community Services sector is aware of plan and implications*
5.5. Promote partnerships with the education sector	• Ensure that the education sector is linked into the arts and cultural plan and identify opportunities for collaboration • Connect with the education sector through the establishment of an Education Reference Group to advise with the planning, promotion and advocacy of arts and cultural programs for those units engaged in cultural service delivery	• *Education sector is aware of plan and implications* • *Opportunities for collaboration are identified and progressed as appropriate*
5.6. Promote partnerships and alliances outside the Region	• Continue to link with/develop relationships with external arts/cultural service organisations & producers with view to partnerships/collaborations/alliances	• *Opportunities for collaboration are identified and progressed as appropriate*

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6. Cultural Citizenship
- Sound community-based leadership of a well coordinated arts and cultural sector

Objectives	Initiatives	Measures
6.1. Support community arts & cultural citizenship	• Maintain and support the RADF Committee, especially sustainable regional representation of members o Actively support and promote RADF committee members as cultural leaders in their communities	• *RADF Committee sustained; regional participation maximised*
	• Confirm the RADF Committee's advocacy and advisory role in the delivery of the arts and cultural plan	• *Role confirmed*
	• Encourage Chambers of Commerce, Progress Associations and Business groups to incorporate arts and cultural development into their planning considerations	• *Arts and cultural development ideas incorporated*
	• Give thought to a plan that will foster and support to cultural leadership in regional areas	• *Consideration given and plan developed*
6.2. Encourage active volunteering and volunteer networking	• Advocate for the establishment an arts and cultural volunteer & networking register o Consider the possibility of sharing volunteers between major venues through a common volunteer network	• *Advocacy for cultural volunteer network*
	• Consider establishing a young volunteer program for GRGAM	• *Consideration given and action taken*
6.3. Support good governance	• Support the effective governance and management of local arts and cultural organisations o Support/provide initiatives that foster improved governance and organisational management	• *Initiatives supported*
6.4. Effective community communications	• Update and maintain the online community directory in line with the printed version o Create discrete category for arts, culture and heritage	• *Online directory updated*
	• Review, revise, update and maintain online community events calendar	• *Community events online calendar revised, updated and maintained*
	• Undertake a full review of current communication processes and develop a new strategy to optimise the communication of arts and cultural activities, events, programs across the region	• *Review undertaken and new communications plan developed*

7. Cultural & Creative Enterprise
- An arts and cultural sector that contributes to a dynamic, resilient local economy

Objectives	Initiatives	Measures
7.1. Foster local creative industry development	• Seek to identify artists/artisans in the region who are making distinctive, commercial quality arts and crafts products and register in a trade and networking directory 'The Art, Artisans & Artists of the Gladstone Region	• *Database and network established*
	• Support activities/initiatives which enhance the business skills/acumen and knowledge of the tourism sector for local artists, artisans and arts workers. *Refer (1.2 & 1.3) above*	• Activities/initiatives implemented
	• Establish a Council corporate gift policy which embraces locally made arts/crafts	• *Policy established and enabled*
	• I conjunction with GAPDL, establish a 'made in the Gladstone Region' presence at East Shores markets	• *Presence established*
	• Ensure that locally made arts and crafts products are identified and prominent in retail display areas of Visitor Information Centres	• *Distribution strategy & action plan*
	• Initiate a 'made in Gladstone' artist professional development and marketing strategy for local artists and artisans	• Marketing Strategy developed
	• Establish a 'made in the 'Gladstone Region' brand for locally made arts and crafts and license to approved makers	• *Brand established*
	• Research, produce, publish and distribute a creative industry networking directory 'Gladstone Creative Industry Network'.	• *Publication produced and distributed*
7.2. Foster cultural tourism development	• Continue strong linkages with the GAPDL to ensure the region's rich arts and cultural life is part of the destination image and promotion	• *Link maintained*
	• With reference to the Public Art Development Plan (*refer 3.2 above), establish a Public Art Trail in the Gladstone City area	• *Public Art trail established*
	• With reference to 4.1 above, work towards the establishment of a heritage trail in the Gladstone City area and eventually around the region	• *Heritage trail established*
	• With reference to 3.2 above, continue to support the ongoing development and promotion of the 'Turtleway Artscape' as a visitor attraction	• *Ongoing support and promotion*

Implementation

Implementing the Plan

This Strategy Plan provides a general direction for arts and cultural development over the next five years, based around the community values and the vision for the future that have been identified through the consultation process.

Different aspects of the Implementation Plan will mean different things to the various part of the organisation involved in delivering arts and cultural services. These ideas should be transposed to annual business plans and budgets as relevant.

In order to address key strategic issues and promote synergies between internal business units, it is recommended that an internal Council Cultural Services Collaborative Group be formed to meet periodically for planning and review purposes. This group should comprise of representatives of GRAGM, GECC, Regional Library Services and Community Services.

Arts and Cultural Advisory Committee

Council is recognised as the lead agent for arts and cultural development in the Region in association with the Gladstone Region community. Community interests are currently formally represented through the RADF Committee.

Given the dimensions of the Arts and Cultural Development Plan and the shared responsibility with the Gladstone Region community for its implementation, it is acknowledged that the RADF Committee is the advocacy and advisory body authorised to work with Council on the monitoring of the progress of this initiative.

Resourcing

A number of the actions outlined in the Plan are currently supported through general Council operations or specific funding programs. It is expected that this situation will continue although the themes and initiatives in the Plan might prompt the revision of some guidelines or priorities. As part of the implementation process it is recommended that current guidelines for the RADF be reviewed annually to reflect the identified principles and local priorities.

The accomplishment of many of the initiatives outlined in the Implementation Plan will require access to additional and/or alternative funding/support sources. In addition to the prospect of local sponsorship, the Appendix identifies a range of possible funding options, including grant and philanthropic programs.

Council's Role & Responsibilities

As detailed in the Arts & Cultural Policy (2018-2022), Council's role and responsibilities in the implementation of this plan may vary from Provider, Funder, Partner, Facilitator and/or Advocate. It is important however to reinforce that in creating an environment where arts, culture and heritage can flourish, Council requires the support and leadership of local communities.

The successful implementation of the Arts and Cultural Development Plan will rely on a partnership between Council and the Gladstone Region community.

Evaluation

Evaluating Outputs

Under each Priority articulated in the plan are a number of specific objectives, initiates and measures. The implementation of the Plan can be monitored against these objectives and measures to evaluate progress and performance (Outputs). As indicated previously, there will be many factors that will influence the actions and timing of implementation. An annual Implementation Plan will determine progress and performance year to year.

Evaluating Outcomes and Impacts

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

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:

- **Opportunity**
  - How many projects /events /activities Council managed or supported

- **Participation**
  - The extent, reach and diversity of participation

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

- **Community Value**
  - Contribution to social, cultural, civic, environmental and economic value to the community

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. In this case the consultation process for this Plan has identified the values that the community believes are important.

By translating the values into a set of questions and which are then delivered as a community survey, a benchmark study can be undertaken to establish foundation measures. Follow up surveys can subsequently be undertaken each year to measure progress. Year on year program Outcomes can be measured (with targets set each year) and aggregated over 3-5 years or the life of a policy, to measure overall Impact or return on investment.

Appendix

Methodology

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

- **Planning Phase**
  - establishing the scope and scale 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**
- **Policy & Plan Development**
- **Draft policy plan review**
- **Community Review – open period for public comment on draft document**
- **Finalisation, final review**
- **Council adoption**

Foundation Document

The content and ideas in the Cultural Plan are drawn from an initial body of primary and secondary research. The research is consolidated in a foundation document and includes:

- **Planning Context**
- **Definitions**
- **Policy Context**
- **Policy Environment**
- **Community Context**
- **History & Heritage**
- **Arts and Cultural Research**
- **Tourism Research**
- **Arts & Cultural Audit**
- **Community Consultation outcomes**
- **SWOT Analysis**
- **Key strategic issues**

Definitions

● **Culture**

Culture in its widest sense is about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place. It is about the different cultural and religious backgrounds found in most communities. It is about the things we consider valuable for passing on to future generations. It is our way of connecting the present with the past and the future. It is a word that describes what makes individuals, communities and places distinctive.

○ The three 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, creative processes

● **Art**

Art is the creative expression of our culture. It refers both to the product as well as the process. Making art is a meaningful way to liberate the voices, imagination and creativity of a community to generate values, communicate these values and bring about change or agreement. This could include any form of visual, performing, media, literary or interdisciplinary arts, made by or for any members of any community at any level of skill and intention

● **Heritage**

Cultural heritage is the legacy of the traditions, achievements and beliefs that are part of the history of a group of people that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations.

● **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

● **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.

References

Key local documents informing the development of the plan include:
- **GRC Operational Plan**
- **GRC Community Plan**
- **GRC Corporate Plan**
- **GECC Programming Policy**
- **GRC Cultural Diversity Policy**
- **GRC Arts & Cultural Policy**
- **GRC Public Art Policy**
- **GRC Aboriginal and Torres Strait Islander Cultural Protocol – Events**
- **GRC Reconciliation Action Plan**
- **GRC Social Infrastructure Strategic Plan**
- **GRC Social Infrastructure Strategic Plan Draft Summary of Preliminary Findings of Needs Assessment**
- **GAPDL Destination Tourism Plan**

Other documents informing the development of the plan include:
- **Queensland Government Statisticians Office**
  - Gladstone LGA Regional Profile
- **Arts & Cultural Research from Australia Council**
  - A Culturally Ambitious Nation - strategic plan 2014 to 2019
  - More than bums on seats: Australian Participation in the Arts
- **Arts & Cultural Plans from the Queensland Government**
  - Arts for All Queenslanders 2014-2018
  - More than bums on seats: Queenslanders and the Arts
- **Tourism Research documents**
  - TEQ – Gladstone Tourism Profile
  - GAPDL Destination Tourism Plan
- **Arts policy and planning research documents**
  - Numerous contemporary academic papers and reports

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 Gladstone Regional Council
- **Queensland Destination Events Program**
  - Agency: Tourism and Events Queensland
- **Queensland Arts Showcase Program (QASP)**
  - 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
- **Rio Tinto Community Fund**
  - ○ Agency: Rio Tinto

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