

Creative Coffs

Cultural Strategic Plan 2017-2022



Helping to achieve the 2030 Community Vision

CREATIVE COFFS – COFFS HARBOUR CULTURAL POLICY AND CULTURAL STRATEGIC PLAN 2017-2022

“A vibrant and creative Coffs lifestyle enriched by its natural beauty, diverse people and capacity for innovation.”

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Acknowledgment of Country

Coffs Harbour City Council acknowledges the Gumbaynggirr Nation as the traditional custodians of the lands within its local government boundaries. We would like to acknowledge elders both past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.

Executive Summary

Cultural planning extends beyond the arts, recognising the broader lifestyle of residents and the experiences of visitors. The Coffs Harbour City Council Local Government Area (LGA) is made up both of villages and urban centres but it also services the wider region through education, work and cultural opportunities.

Coffs Harbour City Council is committed to the vitality of the cultural life of the area and appreciates how important it is to our social health and economic success both now and in the future. As our community and city have grown Council has placed an increasing priority in maintaining and improving its cultural facilities and services. Council also provides financial assistance to cultural programs, events and community organisations. The Cultural Strategic Plan is intended to implement the Cultural Policy and together they provide the framework for Council's future investment in arts and cultural development. Council has also included cultural aspects in its other strategic plans in particular in relation to tourism, events and the built environment.

In the process to develop this plan, we have investigated the experiences of other regions, catalogued our existing arts and cultural life and listened to the views and interests of the community. There were consistent views expressed regarding the distinctive identity of the region.

- Rich in natural beauty: from islands and ocean to the rainforest and the mountains;
- Strong Aboriginal culture and heritage: Gumbaynggirr country;
- Diverse with people from many backgrounds;
- An abundance of festivals and markets; and
- Sports-focused: complementing a beach lifestyle.

Highly aware of the natural beauty of our region, the community has told us that its vision for Coffs is for a creative and culturally rich life which is appreciative of its diverse people and optimistic about the future of creative enterprises.

As a result, we have developed this vision:

"A vibrant and creative Coffs lifestyle enriched by its natural beauty, diverse people and capacity for innovation."

To achieve this, it is proposed that Council with the community focuses on the following goals during the next five years:

1. Engage our community and visitors in the cultural life of the area
2. Create and maintain vibrant cultural and public spaces
3. Understand and celebrate our Aboriginal and diverse cultural heritage
4. Value and support our creative industries
5. Encourage connections, collaboration and partnerships.

The Coffs Harbour Cultural Strategic Plan 2017-2022 identifies Coffs Harbour City Council as having a key role and emphasises the need for collaborations and partnerships with and

between local artists, community organisations, diverse communities and creative businesses. Together, we will create an environment which recognises and nurtures the energy and creative vision of our community.

1. Introduction

Our vision:

“A vibrant and creative Coffs lifestyle enriched by its natural beauty, diverse people and capacity for innovation.”

The Cultural Policy and this Plan confirm the central role of arts and culture to the liveability, social and economic opportunities of the area and provides an approach for Council, the community and its partners to understand, support, celebrate and develop the creative and cultural life of the region.

Importantly, the Plan frames a broader range of activity than ‘the arts’ and is concerned with both the lifestyle of Coffs residents and the experience of visitors. It includes activity that takes place in parks and on beaches, in theatres and galleries as well as in the digital realm. While sports and recreation may also be considered as part of the broader cultural life of the region, these activities are not covered as Council, and other government agencies, address them separately.

One persons’ understanding of the scope of arts and culture, including creative enterprise, may differ from another’s. For the purposes of this Plan and Policy the term “cultural” includes:

Arts: *The arts represent an outlet of expression that is influenced by culture and, which in turn, helps to change culture. The arts are a physical manifestation of the internal creative impulse. Major branches of the arts include literature, music and performing arts, visual and screen arts, design, and digital forms of expression.*

Culture: *Culture is the characteristics and knowledge of a particular group of people, defined by everything from language, kinship, religion, cuisine, social habits, traditions, to music and arts. It can be seen as the growth of group identity fostered by social patterns unique to the group. Culture, therefore, also embraces heritage and heritage-related assets and activity.*

It is also important to clarify the use of the words *Coffs Harbour, Coffs, Coffs region, Coffs Coast* within this Plan and Policy. When the terms Coffs or Coffs Harbour are used it should be taken to mean the full geographic boundaries of local government area (LGA) not just the city centre area. The terms Coffs Coast and Coffs region are used when referencing a more regional or wider context or initiative and may generally include one or more of our neighbouring LGA’s being Clarence Valley, Bellingen or Nambucca.

The Policy and the Plan present goals and strategies that will be achieved through:

- Engaging the community broadly in participation of cultural activity;
- Fostering the vision of the region’s arts and creative industries and championing them to succeed;
- Promoting the Coffs Harbour LGA as a place for creative expression and recreational opportunities;
- Building new sources of income generation, future growth and prosperity from the cultural economy and creating access to a wide variety of cultural products and services;
- Recognising and preserving the unique cultural heritage of the Coffs Harbour LGA and enabling a shared and deeper understanding of the people who live in the region;

- Guiding Council's cultural investment and activity and informing its planning, programming and funding priorities.

The Plan is structured to allow its vision, goals and strategies to shape detailed operational plans as required by the Council's Integrated Planning and Reporting framework. In this way, each strategy will translate into one or more benefits for the community.

Coffs is a high growth regional hub with much to offer its residents and to visitors. To help achieve its potential, Council is committed to the vitality of the cultural life of the area. Council appreciates how important arts and culture is to our social health and economic success both now and in the future.

1.1 Planning and Policy Context and Linkages

This Plan does not exist in isolation but within the context of other plans at local, regional, state-wide and national levels. These relationships are important in particular to avoid duplication of efforts and understand areas of contention and to build the best possible partnerships and use of limited resources. Below is a brief summary of the most important of these linkages both internal to Council plans and external to other layers of government and regional organisations.

1.1.1 Council Strategies

A number of Council's other existing plans refer to the importance of culture and creativity. A mapping of these links is included at Appendix A.

Particular note has been made of the potential linkages between this Cultural Strategic Plan and other Council plans and strategies including:

- Coffs Harbour City Council Cultural Policy 2013-2016;
- Coffs Harbour City Council Cultural Plan 2013-2016;
- Coffs Harbour 2030 Community Strategic Plan;
- Coffs Coast Tourism Strategic Plan 2020;
- Coffs Harbour Events Strategy 2020;
- Economic Strategy 2014 – 2017;
- Coffs Harbour City Centre Masterplan 2031;
- Heritage Strategy 2014-2017;
- Public Art Selection Protocols Policy;
- Local Growth Management Strategy for Coffs Harbour City to 2031;
- Coffs Harbour City Council Heritage Strategy 2014-2017; and
- Graffiti Management Strategy 2016-2020.

In order to achieve their goals in the community, Council cultural facilities also have their own plans which are complementary to this document:

- Jetty Memorial Theatre Strategy 2013-2018; and
- Coffs Harbour City Libraries Strategic Plan 2012-2016.

The Coffs Harbour Regional Gallery and the Regional Museum are currently developing their individual strategic plans.

1.1.2 Regional strategies

Linkages to the Arts Mid North Coast Strategic Plan 2016-2018 have also been identified. Arts Mid North Coast (AMNC), part of a network of 14 Regional Arts Boards throughout regional New South Wales (NSW), is the peak regional arts and cultural development organisation for the region from Mid Coast LGA in the south to Coffs Harbour LGA in the north. Its mission is to collaborate with individuals, communities, organisations, government and business to build capacity and create opportunities. Summarised into a few words, its purpose is to increase the capacity of the artists and creatives within the region and to showcase their work and value.

Of the goals of Arts Mid North Coast, three in particular have a clear relationship with this Plan:

- *To generate increased opportunities for access, participation, training and education. (Participation)*
- *To generate increased awareness of creative and cultural activity and opportunities. (Audience Development)*
- *To develop and foster strategic partnerships, projects and networks that benefit communities and the region. (Partnerships)*

Participation and audience development are amongst the key concerns reflected both raised by the community and in the strategies which we have developed. This Plan also acknowledges the central role of partnerships to achieve its ambitions as few of its goals can be achieved without collaboration.

1.1.3 State and National Government

The National Arts and Culture Accord signed in 2013 between the Australian Government, State, Territory and Local Governments is a commitment between all levels of government to collaborate, partner and cooperate to support arts and culture:

“All levels of government in Australia appreciate that, with the best legal, policy and fiscal strategies in place, it is possible to create a productive environment that values cultural activities, fosters excellence and participation, recognises diversity and encourages expression of a distinctive Australian culture. Significantly, this environment can make a strong contribution to sustainable economic development”.

It states that all levels of Government have responsibility for:

- *The oversight, development and delivery of regulation that supports the sector and cultural outcomes;*
- *Formulating policy settings which ensure access to high quality, diverse artistic content for all Australians;*
- *Providing opportunities for a diverse range of professional arts and cultural works through both established and emerging arts practice;*
- *Supporting key cultural organisations and institutions within their jurisdictions; and*
- *Identifying priorities for funding capital investments within their jurisdictions.*

In 2015, the NSW State Government released the Create in NSW: The NSW Arts and Cultural Policy Framework. The policy recognises the role of the arts and culture across social, economic and community sectors and values and the significance of local government in the arts and culture. The three key ambitions of the NSW Arts and Cultural Policy Framework are excellence, access and strength.

Key actions for regional NSW include:

- *Collaborating with local government in regional NSW, with a focus on opportunities for creative hubs and cultural precincts;*
- *Enhancing performing arts touring by developing a regional partnerships and Touring Framework for the state cultural institutions;*
- *Supporting self-development practice and creating professional development pathways for artists and arts and cultural workers;*
- *Supporting the development of digital platforms to extend the reach of the State cultural institutions’ collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW; and*
- *Promoting opportunities for cultural tourism through Destination Management Planning (DMP) - in consultation with the Regional Arts Network and Destination NSW.*

Coffs Harbour Local Government Area (LGA) has also been identified by the NSW Government as a regional city of high growth.

In 2016, the NSW Health and Arts Framework that complements the National Arts and Health Framework was released to provide guidance to NSW Health Services to improve the health of the community through integrating the Arts into the design and delivery of health services and public health messaging. The NSW Government is developing a creative ageing stream within the Government's ageing strategy. Arts NSW have launched a Disability Inclusion Action Plan and Cultural Tourism Toolkit.

Consideration of actions and projects which complement those of other levels of government is important in particular in relationship to resources. Some of the strategies in this document will require funding or other forms of support from outside the region. Both State and Commonwealth government are likely sources of at least some funding for those projects which align with their priorities.

The Cultural Strategic Plan has strategies which directly address both National and State Policy ambitions in particular in relation to:

- A growing regional hub;
- Access to high quality, diverse artistic content;
- Capability development in creative industries;
- Cultural tourism; and
- A focus on capital projects to develop creative hubs and cultural precincts.

1.2 How the Creative Coffs – Cultural Strategic Plan was developed

At its meeting of 26 November 2015, Council resolved to support the development of a new Cultural Strategic Plan 2017-2022 and undertake a Performing Arts Centre Feasibility and Cost Benefit Assessment. Stage 1 of this planning process was carried out by Council staff, the Cultural Reference Group and consultant Positive Solutions. Stage 1 resulted in this overarching Creative Coffs - Cultural Strategic Plan 2017-2022 and Cultural Policy.

Stage 2 of this process, if Council proceeds with the project, will progress the Performing Arts Centre Feasibility and Cost Benefit assessment as listed in Strategy 2.5:

Finalise options development, needs and feasibility analysis for future performance and/or conference venue(s) in Coffs Harbour, that include a Performing Arts Space.

To develop the Plan, Positive Solutions and Council staff reviewed existing research, data, Council policies and plans as well as the experience of other communities and cultural organisations. These included policies and plans from neighbouring Bellingen, Nambucca and Clarence Councils, Arts Mid North Coast and Arts NSW and other regional centres.

The Policy and Plan have been endorsed by the Cultural Reference Group and provide a framework to guide the strategic direction, investment and outcomes of cultural and creative development in the LGA. This investment includes the provision of cultural facilities and programs, financial support including grant-making, facilitation, and partnership-building.

1.2.1 Community Consultation

Extensive community and stakeholder views, evidence and information were gathered and analysed including:

- Individual interviews with stakeholders and various arts groups
- Seven focus group discussions were held with different sections of the community, including:
 - Business and tourism operators;
 - Visual artists;
 - Aboriginal community;
 - Health and community services providers;

- Culturally and linguistically diverse (CALD) community;
- Arts and cultural organisations; and
- Young people
- Several meetings with the Cultural Reference Group, formed of eight community members from diverse backgrounds and chaired by the Mayor;
- An online survey which enabled the wider community to describe their engagement with arts and cultural activity, and express their aspirations for future cultural development of the area. 857 responses were received;
- Seven submission stalls located in Council cultural and civic facilities in Woolgoolga, Toormina and the Central Business District (CBD); and
- A public meeting, attended by approximately 70 people.

There was simultaneous consultation with the community about the proposed new central Library and Regional Gallery development in the Coffs Harbour CBD and this input has also been considered. Feedback was also analysed from other consultations in 2016 including the MyCoffs review of the 2030 Coffs Harbour Community Strategic Plan.

From 14 December 2016 until 31 January 2017, public submissions were invited on the draft Plan and Policy. 13 submissions were received, assessed and where appropriate integrated into the final documents.

1.2.2 Mapping and Measuring

Council staff undertook a substantial “cultural mapping” project to gather information about all existing arts and cultural individuals, organisations’ activities and facilities in Coffs Harbour LGA. A useful ‘cultural framework’ developed by UNESCO to capture the various components of arts and cultural activity has been adopted. This framework is at Appendix B. This database will be maintained and updated as it will provide an invaluable resource of measurement information which will be used as the Plan progresses.

In 2016, discussion was held with the Cultural Development Network (CDN) – a consortium body of local government officers concerned with arts and cultural development. The CDN focused on ways of measuring cultural outcomes – which is relevant to how councils understand the value and impact of their investment in cultural development. An extract from a CDN paper on measuring cultural outcomes is included at Appendix C. This paper has particularly influenced the way in which key performance measures have been framed in the Goals and Strategies section of this Plan.

1.3 The role of the Coffs Harbour City Council, the community and partners

Coffs Harbour City Council has extensively supported the community, commissioned research and engaged in cultural planning and development over many years. The most recent cultural planning covered the period 2013 - 2016. The Cultural Plan 2013-2016 outlined a range of 45 strategies of varying scale from small events to enhanced facilities. A review of progress against this earlier plan revealed that just under half the strategies had been implemented at least in part. A key issue for implementation has been resourcing and it important to consider this challenge in relation to the new Plan. This is not to say that its ambitions cannot be realised, but that careful assessment and management will be required.

There are many ways in which the Council can ensure that its goals are reached but many organisations and people will need to work together to achieve the best results.

The Council’s roles may include:

- Enabler: Creating an environment for arts and culture to flourish - through capacity building, brokering partnerships, improving access and opportunity, providing cultural facilities, and actively supporting community-led initiatives and networks;
- Leader: Being proactive, and taking the first step to make things happen in the interests of the cultural life of the region;

- Host: Making Council spaces available to support local artists and creative businesses, and to improve community access;
- Customer: Engaging local artists in all art forms and creative businesses to work on Council projects;
- Funder: Helping communities to realise their own creative initiatives, encouraging diversity and vibrancy through strategic funding programs;
- Advocate: Championing local arts and culture, leveraging Council's position to generate new opportunities;
- Partner: Collaborating with the community and other agencies to support arts and cultural activity; and
- Provider: Directly providing cultural services, including access to collections, theatre, museum, gallery, library services and venue management.

Assessment of the appropriate role(s) for Council will form part of the consideration of Council's involvement in any project or activity.

2. The Culture of Coffs

2.1 About Coffs – now and in the future

The starting point for any Plan is to understand who we are now and how we live and work. It is also important to understand how we expect trends to be in the region in the future to be able to identify our key strengths and assets and perceived gaps. Coffs is changing and will continue to change. Although this plan focuses on the next five years, it will form the basis of what comes next and should be informed by local and regional as well as national trends and developments.

2.1.1 Our community

Coffs Harbour LGA is a major regional centre on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane. It had a population of 73,000 in 2015 with projected growth to approximately 95,000 by 2036.

In addition to central Coffs Harbour, the LGA is characterised by a number of towns and villages with vigorous communities and their own distinct identities:

- Woolgoolga is the home of the nationally known CurryFest, a celebration of the arts culture and heritage of the local Punjabi community. It is home of the Woolgoolga Art Gallery and the local RSL has completed one of the largest murals in the region. It is also famous for its village atmosphere and as an excellent location for whale-watching;
- Sawtell has a very distinctive and picturesque main street, near to the beach. It features enormous fig trees which shelter small retail shops, restaurants, coffee shops and a gallery. The town also hosts the annual Chilli Festival. The Sawtell Cinema was recently re-opened after strong community activism supported its renewal;
- Coramba is an intact pioneer rural village and one of the earliest settlements in the Coffs region;
- The valley of the iconic, wild Orara River, includes the towns of Nana Glen, Karangi and is home to the Orara Valley Fair. The area features the Bindarri National Park; and
- The Northern Beaches, including Emerald Beach, Sandy Beach, Corindi and Moonee as well as Red Rock, have outstandingly beautiful coastal scenery with regular fairs and community celebrations. The Yarrowarra Aboriginal Cultural Centre is in Corindi.

The traditional custodians of the Coffs Harbour LGA are the Gumbaynggirr Aboriginal people. The proportion of population of Aboriginal or Torres Strait Islander descent is around the State average of 2%.

Coffs Harbour LGA is a designated resettlement area for migrants and refugees, and there are a larger proportion of those speaking a non-English language at home compared to Regional NSW in general. The dominant language spoken at home other than English is Punjabi with significant increases in Burmese, Mandarin and Dinka.

Between 2011 and 2026, the age structure forecasts for Coffs Harbour LGA indicate a 17.5% increase in population under working age, a 6.2% increase in population of working age and a 49.6% increase in population of retirement age. Coffs Harbour LGA has a slightly higher than average number of people who live on their own than the NSW average. In 2011, it was 27% of the local population, which is consistent with regional NSW as a whole. With greater numbers of people moving to the region, this percentage may increase. These factors have significant implications in particular for programs supporting arts initiatives for health and treatment outcomes as well as promoting health and wellbeing in the wider community.

Who we are (Source: Profile ID, 2016)

Measure	Data Year	Data
Employment	2016	Unemployment rate 4.6% at June 2016 In 2015 there were 32,224 employed within the LGA
Coffs Harbour LGA median weekly household income	2011	\$902 Coffs Harbour NSW \$961 Regional NSW \$1,237 NSW
Age structure	2011	0 - 19 26% 20 - 59 49.5% 60 + 24.5%
Age structure population forecast	2026	0 – 19 25.3% 20 – 59 45.3% 60+ 29.5%
Non-English speaking at home	2011	5.7% 2,754 people
Number of Aboriginal residents	2011	2,827
Socio-Economic Indexes for Areas (SEIFA) Index of Disadvantage	2011	958.4 (Australian average is 1000)

2.1.2 Our region

People work, commute, attend school and actively participate in the cultural and creative landscape across the region's local government areas, including the Clarence Valley, Bellingen and Nambucca Shires. In 2011, the total population all four LGAs was 115,859.¹

Coffs Harbour LGA interacts closely with Bellingen Shire Council area which is home to a high number of residents engaged with the creative arts including high-profile artists and performers. It is perceived as being an artistic and creative centre in the region. During the consultation process it was not uncommon for Bellingen people and activities to be mentioned as part of the cultural life of Coffs. To all intents and purposes, they are. Mentions were also made of Clarence and Nambucca cultural facilities and activities with visitation taking place both ways.

By 2020, the Pacific Highway will be a complete dual carriageway both north and south of Coffs Harbour LGA. This will mean faster and safer travel both within the region and for visitors from further away. For example by the end of 2017, the dual carriageway between Coffs Harbour LGA to Grafton and to Port Macquarie will have a reduced travel time. This has important implications both for audiences coming to and from Coffs and how easily the community can access other regional cultural assets.

2.1.3 Older community members

By 2026 29.5% of the population of Coffs Harbour will be aged 60 or over, not only as residents age, but as people who have spent their working lives elsewhere choose a "seachange" or "treechange" for their retirement. The oldest of the baby boomers, those born 1946 to 1960, are now 70 years old. The baby boomer generation is famous for their capacity to disrupt previous societal norms. It will be important to remember that interests of the people in this age group will remain quite different from that of their elders.

As they move here, they will be looking for stimulation, social activities and opportunities for building friendships later in life. There can be many advantages to the community from this migration, particularly if the community is positioned to take advantage of the skills in this population. In terms of the cultural area, there are opportunities for the recruitment and retention of both older and younger volunteers to assist transfer of and skills and knowledge to across generations

Opportunities to learn new skills or take up new hobbies will be welcome as the physical capacity to, for example engage in sport, declines in later years. Many people will enter retirement not having had significant amounts of uncommitted recreational time during their working lives and with recent changes in pension ages, many will not retire until they are 67 years old. Researching family history, rediscovering choral singing, membership of book clubs and learning visual arts and crafts are among cultural activities which are both stimulating and may not be demanding physically.

As people age and their physical capabilities change, they retire and have opportunities for recreation; libraries can become more important in their lives. A significant proportion of library users are already elderly and this will rise in the coming decades. As many of these older people will live alone and may have recently moved into the region, the library and gallery seem obvious places to host regular group activities to support social interaction and the opportunity to make friends. While book clubs for new older residents will be important, other possibilities include digital media workshops, family history programs and storytelling using the local studies collection as a resource. There are additional options across our community to participate and engage in cultural events and activities online via live streaming and via online collections.

It is clear that with an older population there will be a higher community level of mobility barriers. Some older people will no longer be able to hold a driver's licence and, with limited

¹ Australian Bureau of Statistics 2011 Census

public transport, that is a major obstacle. The co-ordination of transport and cultural activities is an area where the Council has an opportunity to act as an advocate. Capacity to work closely with both commercial and community transport providers will be important. It will also be important for commercial entertainment venues and arts organisations to consider transport as part of plans for their own commercial success.

Consideration of these needs will need to be front and centre of cultural project, program and facility planning and community wide including dementia friendly education and planning.

There are opportunities for the health and ageing sectors to partner with both Council and the resources in the local arts community and where connections with schools, families, older people, people from diverse cultural backgrounds and other cohorts can be readily made and integrated for wider community benefit. Many benefits of music and health, for example, lie in the participation and engagement by people in creating and making music and being socially connected. Loneliness is a major factor in the determinants of health and it is a growing social problem where the arts can have a powerful and often transformative impact. (Australian Centre for Arts and Health, 2016 Conference Notes)

2.1.4 Tourism

Tourism is recognised as an important driver of the Coffs Coast economy. A report by Tourism Research Australia in 2011 ranked the broader Mid North Coast 11th of the top 20 Australian tourism regions. It is estimated that 1.8 million tourists visit the Coffs Coast (i.e. the Coffs Harbour and Bellingen LGAs) each year with an average annual expenditure of \$490 million².

In Coffs Harbour LGA alone, tourism provides in excess of \$434 million³ to the economy annually.

The Coffs region is well served with a wide range of beautiful national parks, marine parks and reserves and these are a source of considerable local community pride. Many of these parks provide excellent visitor facilities, services and interpretation. In 2014, the parks and reserves of the North Coast region, including Coffs Harbour LGA, attracted 730,000 residents and tourists⁴. In May 2016 the Coffs Coast Tourism Strategic Plan 2020 was adopted with a focus on attracting more visitors, having them stay in the region longer, spend more locally and stay in localities right across the region. A key element of the tourism strategy includes a nature focus. A significant Coffs Coast marketing campaign “Create your Paradise” was launched in 2016 to promote natural beauty of the area to domestic tourists in particular.

While going to the beach is popular and appreciation of our scenery is popular with visitors, cultural activities are not in the top ten activities for either domestic or international tourists. The cultural activities that are most engaged in by visitors to the Coffs Coast are:

- Visiting heritage/history buildings and sites;
- Visiting museums or galleries;
- Attending festivals and cultural events; and
- Visiting indigenous cultural activities.⁵

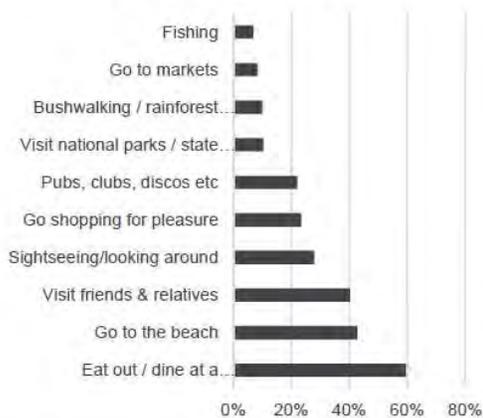
² Destination NSW (2015) Local Government Area Profiles, Coffs Harbour and Bellingen, Four Year Average to year ending September 2014

³ Destination NSW 2013

⁴ *Annual Visits to PWG Managed Parks in New South Wales*, Office of Environment and Heritage July 2015

⁵ *Commissioned research – Tourism id 2016*

Top 10 Activities done by Domestic Overnight Visitors



Source: Tourism Research Australia, National Visitor Survey data

Top 10 Activities done by International Overnight Visitors



Source: Tourism Research Australia, International Visitor Survey data

In Australia and globally, cultural tourism is growing at a faster rate than tourism overall growing at a rate of about 15% per year.⁶ Both international and domestic tourists who engage in a cultural or heritage activity tend to make longer visits than other tourists⁷, which is to the economic advantage of their destination. Across Australia, international cultural tourists spend 24% more and stay 24% longer than international tourists generally. And domestic tourists staying overnight at a destination spend 56% more and stay 37% longer when they incorporate cultural activities into their visit.⁸

There are opportunities for building cultural tourism locally, including through links to Aboriginal heritage and culture. Local businesses and individuals will need to be ‘tourism-ready’ in relation to cultural tourism content, consistency, professionalism – and this may call for capacity-building support for skills development.

Stakeholder consultations confirmed that the biggest issue confronting anyone interested in cultural activities in the Coffs Harbour LGA is the absence of comprehensive and coordinated sources of information about events, activities, courses and places of interest. This problem is even worse for anyone visiting from outside the region. This Plan outlines strategies designed to assist and address this issue.

Visitors are particularly hampered as some cultural attractions, including for example, Council’s Regional Gallery and Regional Museum, have limited online and social media presence. There have been gaps in promotion around social media and sites such as Tripadvisor, which is often where tourists and visitors research their trips. These Council facilities and services are in the process of addressing these promotional gaps. Poor signage and wayfinding is also challenge to anyone wanting to find and visit these (and other) cultural facilities.

Other NSW regional areas have built new cultural facilities with an eye to attracting tourists. An example is the MAMA (Murray Arts Museum Albury) project that opened in 2016 and had in the first year already surpassed the \$9.66m projected boost to the visitor economy after its first year of operation. This Plan proposes a comparable facility in a new Library and Gallery at a site already selected in the Coffs Harbour City Centre.

⁶ NSW Government, Arts NSW *Cultural Tourism Toolkit* 2016, p5

⁷ Destination NSW *Cultural and Heritage Tourism to NSW, Year ended December 2015*

⁸ NSW Government, Arts NSW *Cultural Tourism Toolkit* 2016, p5

The cultural collections at Council cultural facilities including the Library, Regional Gallery and Regional Museum include heritage objects, images and photographs, digital resources and public art. The enhancement of the management of the cultural collections as outlined in this Plan also presents cultural tourism opportunities. During consultations for the draft Regional Museum Strategy one of the strong themes that emerged was the support for the concept of Telling the Stories of the Coffs region. This concept has considerable potential including the development of programs and destination marketing.

2.2 Our cultural identity

During the consultation for this Plan, there were consistent views expressed regarding the distinctive identity of the region.

- Rich in natural beauty: from islands and ocean to the rainforest and the mountains;
- Strong Aboriginal culture and heritage: Gumbaynggirr country;
- Diverse with people from many backgrounds;
- An abundance of festivals and markets; and
- Sports-focused: complementing a beach lifestyle.

Consultations showed the community pride in the beauty of the natural surroundings in the region. There is considerable community disappointment that the built environment does not reflect or complement the natural beauty of the region. The dispersal of the population through a series of villages creates distinctive and closely knit communities but can also lead to a feeling of disconnection and fragmentation.

A number of individuals mentioned the level of community cultural activism in the region – in Sawtell, in Woolgoolga and in neighbouring Bellingen Shire. This is evidenced by the recent establishment of an independent Coffs Coast Creative Industries Network, an informal community-led regular gathering which has attracted over 330 members in just a year.

The Coffs region is amongst the early adopters of the National Broadband Network, transforming access to medical, educational, business and entertainment services and enabling the national and international distribution and consumption of locally-produced cultural products such as e-books, music and films. It will be important to ensure cultural products (where appropriate and as resources allow) are accessible in the longer term through Council's cultural collections.

2.3 The arts and cultural ecology

The concept of “cultural ecology” emphasises the inter-relationships between the arts, culture and their benefits to community life more generally. It highlights that each component has a relationship with others to their mutual benefit. An example would be that the Regional Gallery might show artworks about the local natural landscape which attracts residents and tourists seeking a cultural experience, engaging both groups with the beauty of the region. At the same time, the Gallery might hosts musical events which benefit from access to the space and the beauty of the art which it displays. In this example, the audience, the artists and artworks, the space and the event as well as the natural landscape are all elements of Coffs cultural ecology.

Some of the components of our rich local arts and cultural ecology are briefly described below:

Coffs Harbour City Council's cultural facilities

Coffs Harbour City Council provides extensive support to cultural activities and services by providing a diverse range of programs and facilities whether directly or indirectly through subsidy, in-kind support, informational partnerships or direct management.

The Coffs Harbour City Council is the principal provider of cultural facilities to the community.

Council's cultural collections are held by the Coffs Harbour Regional Museum, Coffs Harbour Regional Gallery and Harry Bailey Memorial Library. Physical space is a limiting factor for

each facility, especially in relation to the larger collection objects held by the Museum and Gallery. Storage facilities for objects not on exhibition are currently inadequate and planning is underway to address this. The Museum in particular needs a long term plan for its collection, the majority of which is currently stored in a temporary offsite space which is not designed for storing sensitive heritage materials.

Museum and Gallery collection management is a priority area for Council staff, with policies and systems being reviewed and updated to improve preservation, access and discoverability, and the quality of metadata records – digitisation and online access is an important component of this. Potential for a combined online cultural collections database/catalogue has also been identified, allowing customers to search across the Library, Museum and Gallery collections, and possibly including public art and relevant partner organisations' cultural collections. Both individually, and in particular, together these collections have the potential to tell the history and stories of Coffs Harbour in a truly engaging way.

Facility	Statistics (2015-2016)
The Jetty Memorial Theatre has an extensive program of local and touring theatre, music and film. It is now able to host films and live streaming of events such as the Sydney Writers Festival.	252 seats 19,218 tickets sold
The Coffs Harbour Regional Gallery has a full program of exhibitions with related programs and events each year, including the travelling exhibition from the Archibald Prize.	11,417 visits
The redeveloped Coffs Harbour Regional Museum opened in 2014 at an historic building in Harbour Drive.	3,466 visits
The Coffs Harbour City Library presents an extensive range of activities for adults and children including displays, regular author talks and community information sessions. The Library has three locations in Coffs Harbour, Toormina and Woolgoolga.	Harry Bailey Memorial Library - 175,991 Toormina - 80,715 Woolgoolga - 54,544 Total visits - 311,250

The Bunker Cartoon Gallery (a building leased and subsidised by Council) is Australia's only dedicated cartoon gallery managed by a community organisation Bunker Cartoon Gallery Inc. (BCGI). It houses the largest private collection of original cartoons nationally.

Council also provides a large number of facilities which are available for general purposes, including arts and cultural activities:

- There are community halls at Coramba, Eastern Dorrigo, Lowanna, Lower Bucca, Toormina and Woolgoolga as well the Coffs Harbour Community Village and the Cavanbah Centre. In more urban areas there is extremely high demand for hire of affordable space which cannot always be met with existing facilities.
- The Jetty4Shores project will be completed in early 2017 with the final elements in place later in the year. The Jetty area is recognised as having very high cultural significance to the Aboriginal community. The project will include an entrance statement to Giidany Miirlarl and a new performance stage as well as an open lawn area for community events. It will have the capacity to allow large scale events. The project will also provide interpretive signage and history themes, along with public art.

The parks, beaches, the North Coast Regional Botanic Garden and many other open spaces can and do host cultural activity and are themselves part of the cultural ‘experience’ of Coffs.

Volunteers

The voluntary work sector is an important part of Australia's economy. The level of volunteering can indicate the cohesiveness of the community and how readily individuals are able to contribute to that community.

In the Coffs Harbour LGA, 19% of the population reported doing some form of voluntary work in 2011. Volunteering at cultural facilities run by the Coffs Harbour City Council is significant:

Facility	Current number of volunteers
Regional Gallery	46
Library service	27
Jetty Memorial Theatre	23
Regional Museum	37
Community Village and community halls	75
Culturally related advisory committees ⁹	33
TOTAL	241

Performing arts and performance spaces

In terms of benefits to the community of the Coffs Harbour LGA, community and professional performing arts offer related but differing opportunities.

Community-based performing arts offer:

- the expression of the creativity and skill of the members of the local community, including young performers;
- the development of often long term and productive social relationships through the achievement of a project with a group of like-minded people; and
- entertainment to audience members.

Professional performing arts offer:

- opportunities for the community as audience members to view shows from elsewhere in the country, to view highly developed skills and perspectives from people who have chosen to commit their careers to excellence in performing arts; and
- opportunities for the community to receive insight and skills development through workshops, performance discussions led by directors and performers and advanced classes.

A common factor for both community and professional performing arts is the need for appropriate spaces to rehearse and perform with adequate space for both the show and the audience.

⁹ This number includes the Cultural Reference Group, Library and Gallery Planning Advisory Group, Yandarra Committee, Heritage Executive Committee and the Multicultural Reference Group.

Local theatre and performing arts groups use the Jetty Memorial Theatre to perform a wide range of theatre from musicals to drama and comedy. These groups include:

- Bootlace Productions Inc;
- Coffs Harbour Arts Council (CHAC);
- Coffs Harbour Amateur Theatre Society (CHATS);
- Coffs Harbour Musical Comedy Company (CHMCC);
- Curtain Up;
- Seacrest;
- Coffs Harbour & District Eisteddfod Society Inc; and
- Garlambirla Youth Theatre.

In addition to the Jetty Memorial Theatre, other spaces for performance include Theatre D at the Coffs Harbour Education Campus (CHEC), Cavanbah Centre and the Regional Conservatorium. There are entertainment facilities at various club and resort venues in the area. There are a number of large capacity performance spaces for live music, and facilities for larger scale performing arts events including schools and sports venues.

There is an absence of larger venues with raked seating, and none with a fly-tower. This impacts all parts of the performing arts spectrum, from complex Eisteddfod events, through to popular contemporary music tours.

Coffs is home to one of 17 regional music conservatoriums in New South Wales. It provides teaching of a wide range of musical styles and instruments as well as singing, writing and recording. Throughout the year, the Conservatorium currently teaches in excess of 700 students and conducts regular workshops and concerts.

The Coffs Harbour Music Society hosts a regular program of concerts, including from international performers brought to Australia by Musica Viva. A number of choirs offer opportunities for members to sing together regularly. The Coffs Regional Brass Band, the Coffs Coast Pipes and Drums and the Coffs Harbour City Orchestra are frequent performers.

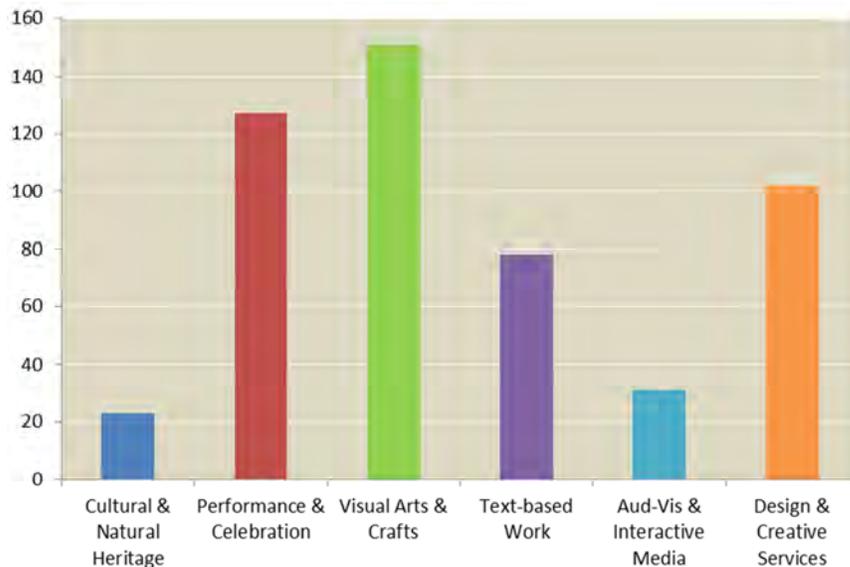
Popular, rock and jazz music is found every week at a range of commercial venues including the several clubs and resorts.

Visual arts

The visual arts are strong, with practitioners working across a wide range of media and selling through the Regional Gallery, five community-run galleries and one private gallery in the Coffs Harbour LGA and other galleries within the surrounding region.

As part of the “cultural mapping” research, local cultural ‘assets’ were organised according to their domains and according to their position in the cycle of production and dissemination of arts and culture. Diagram 1 below provides a high-level summary of the individuals and organisations of Coffs Harbour LGA involved by domain in which they are active and the strength of the visual arts is apparent:

Diagram 1: Individuals and Organisation Numbers per Cultural domain



At the Regional Gallery, the current allocation of exhibition space and back-of-house facility spaces is inadequate given the opportunity and demand from given the scale of the Coffs Harbour LGA. Despite its restricted size, the Regional Gallery has a vibrant program of events supported by a thriving 'Friends of the Regional Gallery' and cultural volunteer base. It has hosted musical events, opera recitals, poetry readings and many other events. The Gallery has its own national acquisitive art prize for still life painting – the Eutick Memorial Still Life Award (EMSLA). Woolgoolga Art Gallery also hosts the annual Lillipilli Art Exhibition.

A significant deficit at the moment is its lack of capacity to display new media art. New media art usually uses projections or screens to display artworks, but also includes art which incorporates live streaming, simultaneous events and, in particular online and digital engagement. The capacity to engage with art in these forms would both demonstrate the value of the NBN in Coffs and highlight the application of technology to art in a way which shows the contemporary insights of the Coffs community. Large screens and excellent connectivity will be essential. While not perhaps practical in the current premises, any new facility will need to engage fully with digital arts and social media.

Public art and the built environment

The term "public art" usually refers to contemporary art practice that occurs outside the traditional gallery or museum system. Public art can manifest in a wide range of activities and forms such as: performance, temporary installations, site specific work, sculptures, community art, painting or conceptual art. Public art can also involve a highly diverse range of art and design integrated in building and public spaces. Examples range from seating to landscape and building design and to murals. Recently built Council assets, including the upgrade to the Castle Street carpark and the Jetty4Shores development incorporate substantial art and design elements from either natural environment or Aboriginal culture.

Street/Graffiti art

One of the most striking examples in the Coffs Harbour LGA of public art is the street art murals. Street art is specifically visual art which is developed in public spaces — that is, "in the streets". The term can include traditional graffiti artwork, stencil graffiti, Lock Ons (small sculptures "locked on" to items such as lamp posts) sticker art, street poster art, video projection, art intervention (interacting with an existing artwork) and street installations. Typically, the term "street art" (or the more specific "post-graffiti") is used to distinguish contemporary public space artwork from territorial graffiti, vandalism, and corporate art.

Street art has become a world-wide phenomenon, prominent in the cultural expression of cities such as Melbourne and the basis for festivals as in Miami. The philosophy of street art, its constant renewal and its acceptance of the temporary, extends beyond urban areas and is an existing feature of the built environment in the Coffs Harbour LGA.

In November 2015, Open Studio launched the inaugural November Reign mural festival – a congregation of graffiti and street artists painting murals on the Mid North Coast. The festival saw 65 contributing artists from across Australia, and abroad, merging upon Coffs to share their culture which is usually reserved for the urban street scape, in the Coffs regional setting. The success of the first festival has meant that it has been held again a second year. It is made possible through local business supporters and sponsors and a team of dedicated and enthusiastic volunteers eager to enable the cultural growth of the region.

There can be a tension between vibrant street art and graffiti vandalism, which is recognised by artists themselves. Council has recently developed a Graffiti Policy and Management plan which addresses this issue without dampening the creativity of the community.

Coffs Harbour LGA CBD Masterplan

“The City Centre will be a destination featuring world class design of the physical fabric that creates a unique and creative streetscape that inspires all who visit.” (*Coffs Harbour City Masterplan 2031*)

Planning for the City Centre has a real focus on creating imaginative and creative spaces for the benefit of the community at large as well as the artistic community. It identifies that arts, culture and events can create an energy and a life to the heart of the city.

Heritage

The Coffs Harbour Regional Museum offers access to collections through exhibitions on historical themes. Importantly, there is a perceived lack of recognition of Aboriginal and Sikh cultural heritage in those exhibitions. In 2014 the museum was redeveloped and relocated to a heritage building that has some limitations in terms of space and adaptation opportunity. There are significant collection storage issues with over 90% of the collection being unable to be displayed and stored offsite.

The Coffs Harbour District Family History Society has a research and resource centre and offers a regular program of seminars and workshops and there is also a Sawtell Historical Society. There are also community initiatives such as the *Coffs Local History – Remember When* which is a Facebook site for local people to share photographs and information about the region.

There are Heritage Conservation areas in Sawtell and Coramba:

- Sawtell's main street has a mix of inter-war and post-WWII buildings and a relaxed seaside ambiance. The street has developed a vibrant café and restaurant culture and its mix of shops, cafes and overhead tree canopy is a drawcard for locals and tourists alike.
- Coramba is of significance as an intact pioneer rural village and one of the earliest settlements in the Coffs Harbour area. It demonstrates the history of the area during several of its defining periods: timber-getting, dairy farming, the brief gold rush of the 1890s, and the inter-war years.

Council's Heritage Executive Committee was established in 2003 to assist the Council to actively promote heritage conservation. Since its inception the committee has undertaken many promotional activities, including the development of heritage trails and annual, themed, public events. The committee has also assisted with the development of heritage studies and the implementation of the local heritage fund, which distributes small grants to the owners of heritage items for maintenance and related activities. The Committee is an aspect of Council's Heritage Strategy 2015.

With constrained capacity for exhibition in the Council's cultural facilities, some important artefacts of our region's heritage are not able to be properly displayed. Most notably the 130 year-old beacon from the original South Solitary Island lighthouse is only able to be viewed by appointment which is disappointing both from community and tourism perspectives.

Picture Coffs Harbour is a joint project of Coffs Harbour City Library and Coffs Harbour Regional Museum, and aims to digitally preserve and improve access to historical pictures significant to the region. These pictures are drawn from the Library's and, in particular, the Museum's collections. The images depict all aspects of life in region from earliest settlement in the 1890s through to more contemporary pictures. The online database contains over 5,500 records and continues to grow.

Library Services

The existing capacity and style of library environments and services is likely to struggle to meet changing public uses, and the level of demand for libraries. The current size of the central library (including work areas) is 986 m2. State Library guidelines for the Coffs Harbour LGA current population suggest that the appropriate size would be between 2,500 to 2,800 square metres.

Council is currently progressing the planning of a new central library, combined with a new Regional Gallery in the CBD. At its meeting on 23 June 2016, Council endorsed 23-31 Gordon Street as the site for a new Harry Bailey Memorial Library, which is the central library, and the new Coffs Harbour Regional Gallery. Further research into precinct planning and complementary uses is underway prior to the development of a full scope and budget for the facility.

The Coffs Harbour City Libraries Strategic Plan 2012-2016 highlights that the current central library does not meet contemporary standards and is considered inadequate for both current and future use especially in the context of a growing and ageing population. It notes that current library collection funding is inadequate and doesn't meet current state or national per capita expenditure standards, especially when compared to similar sized libraries and local governments.

The State Library of NSW supplies standards for the comparative assessment of 18 aspects of library management and facilities, such as size of collections, usage of holdings and size of facilities. These are considered in relation to exemplary (best practice), enhanced (good) and baseline (minimum acceptable) standards on a per head of population basis. Of the 18 standards for which information is available, the Coffs Harbour Libraries Service is able to meet just three of the minimum standards.

Three measures of particular concern are:

Standard	Exemplary	Enhanced	Baseline	Coffs Harbour City Council Libraries Service
Library expenditure per capita	\$ 77.30	\$ 52.38	\$ 47.98	\$ 29.34 (61% of base)
Expenditure on library materials per capita (i.e. books bought)	\$5.59	\$4.77	\$4.46	\$ 2.59 (58% of base)
Library items per capita	3.2	2.5	2.2	1.36 (61% of base)

The funding shortfall impacts in several ways, including an ageing collection (making it difficult to keep informational material current and relevant) and an inability to expand or further develop collections or to add adequate new formats such as e-books.

Very much less than the minimum standard is spent on the library than elsewhere in NSW and unsurprisingly people in the Coffs Harbour LGA use the library less than other people in NSW. Given the socio-economic situation of many residents, it is highly unlikely that they are buying more books than elsewhere.

Despite the small size of the Harry Bailey Memorial Library, it provides a range of public programs. These include an extensive range of children's activities such as: weekly storytime sessions for pre-schoolers, outreach storytime for special events and festivals, Ten Minutes a Day early literacy program for parents, regular school holiday activities for children, Youth Week activities and short story competitions and the Summer Reading Club for children. The library also offers a home library service for housebound residents, a service for Book Clubs, themed displays, and regular author talks and community information sessions on local government initiatives, health and digital literacy.

The Local Studies collection and history services also supports research into local heritage.

The funding shortfall impacts in several ways, including an ageing collection (making it difficult to keep informational material current and relevant) and an inability to expand or further develop collections or to add adequate new formats such as e-books.

With improved collections management and improved discover and access systems for these collections, there will be opportunities for visual arts, library materials, archives, historical, scientific and natural environment collections to be displayed and interpreted, together. An example of the sort of exhibition in the future would be one featuring paintings of local flora, the actual plants, scientific information about the plants and historical photographs of their natural surroundings in the Regional Botanic Garden or national parks.

Youth culture

Approximately a quarter of the population is under 19 and it will remain that way for at least the next ten years. Talking with young people, both in this age-group and slightly older, through the MyCoffs process, their concerns can be broadly classified as:

- employment;
- education; and
- entertainment.

Live events are an integral part of youth culture, giving opportunities to socialise and enjoy an alternative to digital viewing and listening. Atmospheric venues for under 18 music are in particularly short supply in Coffs. In this environment, Council has the opportunity to take a positive role by assisting those providing entertainment to find alternative spaces suitable for no-alcohol events. This is an area where local government could take a positive role in relationship to youth and provide a real opportunity for the enjoyment of both performers and audiences.

Youth cultures can increasingly be seen as cultures of "shared ideas", where you are a creator as much as a consumer whose interactions take place not only in physical spaces but in the virtual spaces of the internet. Youth culture is global as well as local. Surfing and skateboarding are both popular in the Coffs region and part of global lifestyles. Music can be from anywhere in the world and available instantly. Anything which restricts access and participation in the world will be seen as deficit and a reason not to be in Coffs.

Geographical location is no longer the greatest of impediments if high speed bandwidth is available at an affordable price. The advent of the NBN in the Coffs region provides greater educational and creative participation opportunities for young people to develop their careers and arts practice whilst remaining local.

There are some strong youth arts initiatives now operating in the region including:

- [REC] Ya Shorts Youth Film Festival is now in its second year, teaching young people 12 to 25 how to write, shoot, and edit short films. Filmmaking workshops by Coffs Harbour based company Screenwave, are presented throughout schools in the region. The festival includes a short film competition, and screening in towns throughout the wider region.
- Garlambirla Youth Theatre (GYT) is an initiative of Coffs Harbour High School which has received strong support from the community for its work interpreting the cross - cultural history of the Coffs region through the medium of musical theatre. GYT has collaborated with Gumbaynggirr elders and community to co-create two original musicals, 'Garlambirla' in 2013 and 2015, and 'Miimiga' in 2016.

The Cultural Reference Group felt that further development of the arts and cultural sector could create employment opportunities. There are also opportunities to engage young people in arts and culture – through activities, partnerships, education and information.

Film and screen media

Film and screen media have an increasingly high profile in the Coffs region. Access to independent, international, arthouse and classic films has significantly grown in the last three years. This is largely through the work of various venues and organisations that have developed original film festivals, run regular film screenings around the region, and operates indoor and outdoor pop-up cinema services. The re-opening of the Sawtell Cinema has also increased film viewing choices in the region.

Along with a widened set of choices for viewing, there is now the potential for deepening audience appreciation of film. Seminars and lectures on topics such as screen aesthetics and film theory would further equip interested audiences to enjoy a diverse range of films.

Creative industries

Creative industries are defined as those industries which have their origin in individual creativity, skill and talent, and that have a potential for wealth and job creation through the generation and exploitation of intellectual property.

Broadly speaking, the creative industries can be broken down into two groups: cultural production and creative services. These include businesses engaged in film and television production, broadcasting, electronic games, architecture, design and fashion, publishing, media and advertising.

It is important to note that other businesses may include creative industrial activity, in particular in relation to design – such as fashion, ceramic, jewellery and furniture manufacture. There are significant numbers of private practices in the Coffs Harbour region in key design fields; graphic design, architecture, advertising, interior design, and landscape design.

In NSW, direct employment growth for the creative industries is twice that of the NSW average. Creative services exports are worth \$1.4bn to the NSW economy annually and NSW is the source of 57% of Australia's creative industries services exports.

NSW is home to 40% of Australia's creative industries workforce and outside the Sydney metropolitan area, Coffs Harbour is one of 5 areas noted for higher concentrations of creative industries activity than the majority of regional NSW.¹⁰

The continued projected growth rate of creative industries both nationally and internationally represents a strong opportunity previously identified in Cultural Plans for the Coffs Harbour LGA. The most recent Mid North Coast creative industries research project in 2009

¹⁰ NSW Creative Industries Economic Profile 2013 – NSW Trade & Investment

managed by Arts Mid North Coast identified the key challenges being industry recognition, infrastructure, collaboration, lack of formal participation by key groups (indigenous and youth), marketing and education. The development opportunities identified included enhancing the amount of affordable space, opportunities for product exposure, education and improving industry awareness and viability.

Networks and co-working facilities for its creative industries have improved particularly for sole traders and micro businesses through the Coffs Coast Creative Industries network (CCCI) and the Six Degrees Co-working Hub program which runs in co-operation with the Coffs Harbour Innovation Centre. The CCCI's goal is to connect local arts and industry by building relationships and the capabilities of the sector. The Coffs Coast Film and Screen Industry has also recently formed a networking group.

There currently lacks a central cultural hub and precinct that could strongly draw upon the expertise of its burgeoning creative design industries. This deficit could be addressed with suitable facilities and space within a cultural and civic precinct as part of the planned new central library, regional gallery and co-working redevelopment project.

Writing

The region hosts a vigorous writers' community. As well as its regular workshops, the Coffs Harbour Writers Group has expanded the range of its activities through its active engagement with the regional Grassroots Writers Festival, including hosting the Festival in 2014.

Coffs Coast Writers Centre operated at the Toormina Community Centre in 2015 and 2016.

Elements of the acclaimed Bellingen Readers and Writers Festival have been hosted in the Coffs Harbour LGA, with local schools particularly benefitting from author visits as well as the Harry Bailey Memorial Library being a regular satellite venue.

Aboriginal Culture

One major accommodation and resort provider in the region, Opal Cove, has included a program of Aboriginal Culture with the Gumbaynggirr Cultural Experience Journey, presented in an outdoor amphitheatre meeting place created to celebrate art, dance, storytelling, music, language and bush tucker.

Coffs is home to the SaltwaterFreshwater Aboriginal Alliance, representing ten Land Councils. The SaltwaterFreshwater Alliance operates number cultural programs and the SaltwaterFreshwater Festival, the next of which is planned for 2017.

Aboriginal Cultural Discovery Tours led by Mark Flanders, under the banner of the National Parks and Wildlife Service. In Corindi Beach, the Yarrowarra Cultural Centre has been recently relaunched under new management.

Murrumbidgee Aboriginal Language and Cultural Co-operative in Nambucca is a significant resource for Aboriginal heritage. The NSW Government has established an Aboriginal Language and Culture Nest in Coffs to teach Gumbaynggirr across the region. By 2017, 14 schools in the Coffs Harbour LGA will incorporate Gumbaynggirr language and culture into their programs.

Diverse cultures

Coffs Harbour LGA is a designated resettlement area for migrants and refugees and this diversity is reflected in a number of significant multicultural festivals including Harmony Day and the CurryFest, the only location on the Mid North Coast with such a focus.

There is a 28-year sister-city relationship with Sasebo, Japan. Activities include student exchanges, Mayoral visits and the support of special events, such as the Japanese Festival of Children's Day held annually since 2007.

Events

The Coffs Harbour LGA has been recognised as an important regional event destination being awarded a World Festival and Event City Award by the International Festivals and Events Association in both 2015 and 2016. Events range from the Coffs Harbour International Buskers and Comedy Festival, the Multicultural Harmony Day, Woolgoolga's Curryfest and the Sawtell Chilli Festival as well as major sports events including the Coffs Coast Cycle Challenge and the Rally Australia.

Adjacent Bellingen Shire has a very active Festival calendar. It annually hosts the Camp Creative summer school, the Bellingen Readers and Writers Festival and the Bellingen Winter Music Festival. More events are also emerging such as the newly launched Bellingen TurtleFest music festival.

Education

Coffs Harbour Education Campus (CHEC) incorporates North Coast TAFE, Coffs Harbour Senior College and Southern Cross University (SCU) on one site, offering a number of courses connected to the arts and creative industries.

TAFE has approximately 140 students enrolled in creative courses e.g. creative industries and digital media; and at the Coffs Harbour Senior College there are 60 drama, 8 dance, 11 entertainment, 28 multimedia, 50 music and 163 photography and visual arts enrolments. This represents a significant number of young people receiving arts and cultural training on campus.

At SCU there are currently 77 students enrolled in creative arts courses and TAFE are developing additional creative arts courses to commence in 2018.

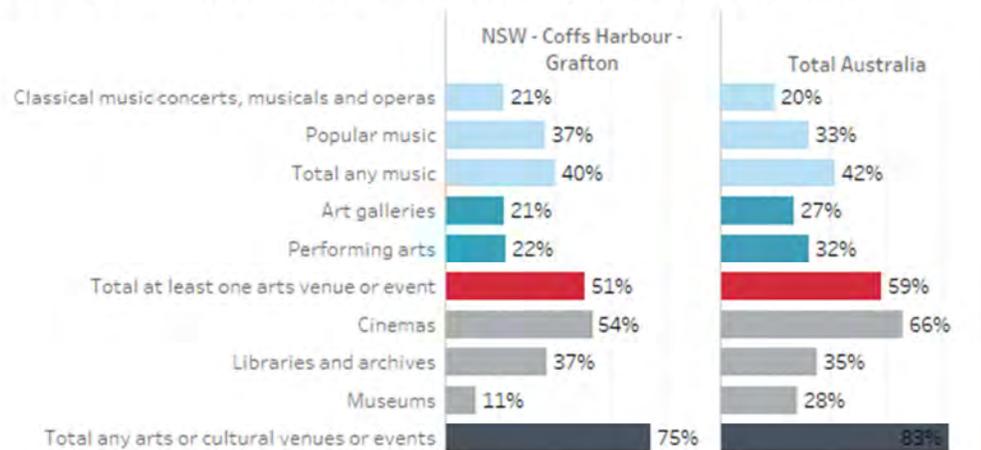
Attendance and participation

Figures made available from the Australia Council for the Arts and the Australian Bureau of Statistics in January 2017 provide a snapshot of attendance and participation in arts and culture in 2013/2014. The statistics for the Coffs region, combined with Grafton, provide picture of engagement at that point. It should be noted that the Coffs Harbour Regional Museum was closed during that period and this may have impacted on low rates of museum visitation in that period.

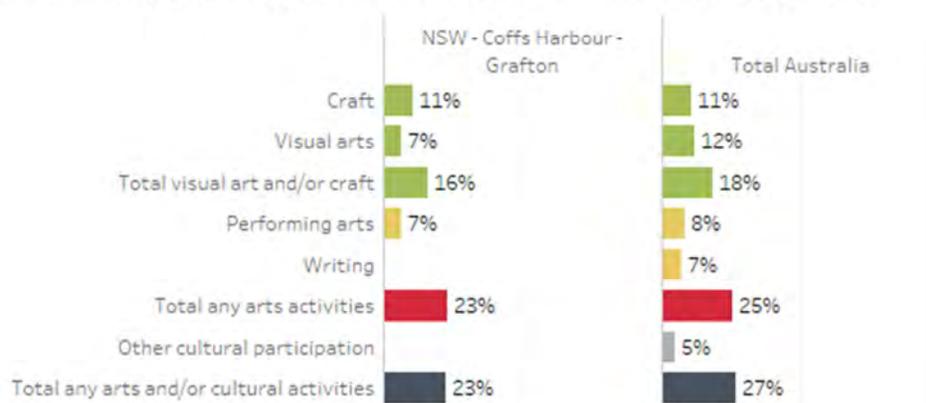
While attendance at music events and library use are broadly comparable with the Australian average there are some areas where attendance in the region is low. Attendance at galleries, museums and performing arts is well below the national average. Participation in arts activities is broadly similar to average although lower in both visual arts and writing.

Attendance at cinemas was also low during that period. It is likely that this has changed since 2013/14 with the launch of Screenwave, which runs both regular film screenings and an international film festival, and the re-opening of the Sawtell Cinema.

Proportion of Australians (aged 15+) who attended arts, June 2013 - July 2014:



Proportion of Australians (aged 15+) who participated in arts, June 2013 - July 2014:



Cultural collaboration, networks and partnerships

The Cultural Reference Group (CRG) and the Prosper Coffs Harbour Cultural Trust Advisory Committee and a number of key players and local businesses are supportive of more cultural development.

The Cultural Trust is an innovative program to provide a source of funding for the promotion of literature, music, performing arts, visual arts, design, new media, Aboriginal Arts and creative industries within the Local Government Area and was established through Prosper Coffs Harbour Limited.

The Cultural Reference Group was established in 2013 to guide the development and implementation of the Cultural Plan 2013-2016. The CRG was expanded in 2016 to develop the 2017-2022 Plan.

There are a number of long-established arts networks in the region including the Coffs Harbour Arts Council and Association of Coffs Community Theatre Societies. More recently the Coffs Coast Creative Industries Network has been established.

Council's Community Arts and Cultural Development Grants program is a long-standing source of support to local arts and community groups wanting to undertake new projects. In 2016, Council distributed a total of \$34,970 to 10 groups. These funds were targeted to be used for a diverse range of activities including a youth film-makers festival, cultural performances, radio broadcasting training for young parents and an arts-based program aimed at helping women recover from trauma or mental health issues.

The CRG confirmed the potential to grow this fund through matched funding opportunities and sponsorships. In particular, they see this opportunity with the support of the Coffs Harbour Cultural Trust. In this Plan there is a specific strategy to pursue this potential.

3. What the community told us

This section summarises the consultation undertaken to inform Creative Coffs - Cultural Strategic Plan. It draws upon interviews, group discussions, meetings with the Cultural Reference Group, and responses to the online survey. 44 people attended seven focus group discussions. There were 857 respondents to the online survey, with nearly 90% living within the Coffs Harbour LGA, and nearly 10% based in the adjoining areas of Bellingen, Clarence and Nambucca. This level of involvement represents a very large sample of the Coffs Harbour LGA population giving their views on these issues.

The summary is structured around the following key themes, which emerged through the different forms of consultation:

- Access, engagement and facilities
- Arts and creative industries development
- Aboriginal culture
- Public Art
- Multiculturalism
- Cultural tourism
- Partnerships
- Priorities for Council

Of all survey respondents, 88.2% were over 40 which is unfortunately not unusual in local survey respondents. Although young people were consulted through a group discussion, the relatively low level of responses from younger people raises the question of how Council can engage with this section of the community more closely in the future.

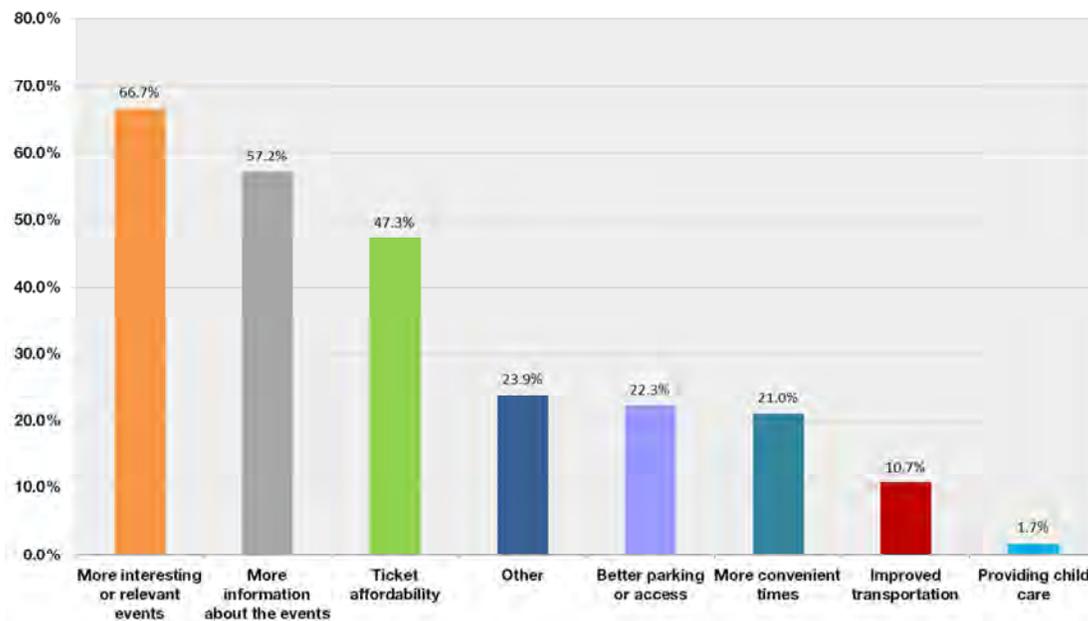
3.1 Access, Engagement and Facilities

Survey respondents' attendance at arts and culture events was high, with 82.7% attending within the Coffs Harbour LGA. 55% of all respondents attended activities several times a year or more frequently. 58.4% of respondents described themselves as actively participating within arts and cultural practice. Of these active participants, 70.6% participated at least monthly.

Satisfaction with the opportunities to attend and to participate in arts and culture activities in Coffs Harbour LGA was mixed. The largest group of respondents held a neutral view, with those who were satisfied or dissatisfied with opportunities divided roughly equally. However, community enthusiasm was noted as a strength of the area by survey respondents.

With regard to what would cause respondents to attend arts or cultural events more frequently, more interesting or relevant events was the strongest issue (66.7%), while more information (57.2%) . These two responses are closely intertwined because if you don't know it exists, you don't know it exists and you don't go looking for it. Opportunities for greater community engagement with arts and cultural activity include the improved dissemination of information.

Diagram 2: Factors that Influence Arts and Cultural Event Participation



In community consultation, promotion and marketing of cultural activities and resources in the Coffs Coast region was widely considered inadequate, with a consequent low awareness of cultural activities, services and resources in our region. The terms which community members tended to use were “fractured” and “fragmented”.

It is clear from both the survey and other consultations that the biggest issue confronting anyone interested in cultural activities in Coffs is the absence of good, comprehensive and predictably available sources of information about events, activities, courses and places of interest. There are some gaps in the cultural life of Coffs Harbour LGA, but perception of those limitations is amplified by the lack of easily accessible information. Poor information and marketing have a negative impact on attendances at events and enrolments in programs. In turn, this situation makes it difficult to argue for better services, equipment and/or more facilities when those already available are not fully utilised. All groups consulted felt that there was a need to centralise information about events and activities, improve communication and marketing of arts and culture in the region with a significantly improved strong online presence.

There are in fact a large number of events, festivals, theatrical performances, workshops and arts courses offered in the Coffs Harbour LGA. Many of these are promoted in a way which only reaches their existing often long-established audiences. This limits the opportunities for audience development even amongst people who already have a demonstrated interest in culture. New residents and visitors to the region would, have a very difficult job in finding these activities, and many would conclude that the type of activity which they are interested in does not exist in the municipality.

Ticket affordability (47.3%) was also cited as very important issue. Coffs Harbour LGA income levels are lower than average. It could be a barrier for audience development and is highly relevant to programming direction for current and new programs and facilities.

“I would love to participate, but often don’t have enough money or time to save for an event.”

Respondents frequently cited parking and transport as an issue. There is no doubt that residents in Coffs Harbour LGA are currently highly reliant on private car use. The infrequency of public transport and the significant distances between centres, the use of the area by regional resident as well as local, means that parking is pretty well always an issue.

This will be of particular relevance in terms of planning new facilities. It has been an important aspect of the site selection for the new Library and Gallery redevelopment in the CBD.

From the 193 additional ('other') responses to this question, the largest single issue was a desire for better arts and cultural venues. This public support is encouraging given the current construction of outdoor event and recreation areas at the Jetty4Shores and the planning of new cultural facilities in the CBD.

Consultees identified a number of strengths in the current facilities in the region including:

- Jetty Memorial Theatre;
- Bunker Cartoon Gallery;
- Coffs Harbour Regional Conservatorium;
- Southern Cross University; and
- Coffs Harbour Skatepark.

Most consultees felt that there is a need for further investment in facilities and infrastructure, including improved coordination and communication between existing facilities.

Significant numbers of community members noted the lack of a Performing Arts Centre as the one key weakness:

“A performing arts theatre with tiered seating for 600-900 and proper stage and backstage facilities should be a very high priority”

“Coffs just needs a welcoming functional space/venue of decent capacity ... think of the Memorial Hall in Bellingen”

Other people commented on the need for outdoor but all-weather spaces for performances, a larger art gallery or library, an under-18 youth music venue and rehearsal facilities for community groups. Consultees were generally supportive of the development of a new arts and cultural facility, but stressed the importance of this facility being a central hub for creativity that is both functional and accessible, with outdoor as well as indoor facilities.

Although engagement with young people during the consultation was difficult, the community at large commented on the paucity of opportunities for them in the cultural area:

“(We need) a youth music venue (under 18s) for art, music and culture.”

“We need to engage our teenagers. There is so much young talent and not a lot of opportunities and venues for them to engage in the arts.”

3.2 Arts and Creative Industries Development

A consistent theme was the perceived fragmentation of the arts and cultural sector in the region. This fragmentation is reflected in the lack of a central arts hub, a lack of clear communication and marketing for events and activities, and a lack of communication and coordination between venues and organisations. However, there was also a view that not all these problems of linkage can or should be fixed by Council:

“We don't actually need Council to take the lead. Work with businesses and spawn ideas through this process. Through doing this – elicit ease of work together.”

“Overall I would say that the most important point is Council providing a streamlined process; help people rather than just handing out money.”

The recently formed Coffs Coast Creative Industries Network was cited as an example of addressing fragmentation of the sector. The quality of artists and creative practitioners was noted as a strength by survey respondents.

The breadth of festivals and events was noted as a strength by survey respondents, although this may have included events in neighbouring areas such as Bellingen.

The Cultural Reference Group felt that further development of the arts and cultural sector could create employment opportunities. There are also opportunities to engage young people in arts and culture – through activities, partnerships, education and information.

3.3 Aboriginal culture

Aboriginal culture is of interest to both residents and visitors and the absence, or perceived absence, of access to this culture to people who would like to develop a deeper understanding. Its appropriate communication can also be a source of pride to the Aboriginal community. In terms of history and heritage, the Aboriginal people of the region have much to offer to both visitors and residents, to both Aboriginal and non-Aboriginal people.

Consultees from all groups stressed the importance of Aboriginal culture and heritage to the region's identity, and survey respondents saw it as a strength of the area. Consultees, including Aboriginal community members, noted a strong desire for Aboriginal experiences and culture from visitors and community members. The prominence of the Aboriginal language was also highlighted as a strength of the region. However, all felt that there were opportunities to further celebrate and engage with Aboriginal culture in the region.

“There is a lot more understanding of and engagement with indigenous culture in the community now – particularly through arts and culture.”

“The Aboriginal community here is very alive, vibrant and accessible – so in the six years that I’ve lived here I’ve had more access to and learnt more about the culture than I have anywhere else.”

The importance of Aboriginal culture and heritage to the region's identity was mentioned repeatedly.

“No other area in the region is really capitalising on the demand for Aboriginal experiences – Coffs should jump on the opportunity. It’s not just about erecting a building, but putting in a ten-year strategy of getting the community on board, training facilitators etc.”

The focus group made up of Aboriginal community members indicated that the area has a good engagement with their community but that the visibility of Aboriginal culture could be improved. They felt that there is a need to strengthen education of young Aboriginal people and promote employment opportunities for these young people.

Several Aboriginal community members noted the current “goodwill” toward their culture and indicated that this should be capitalised on, in particular through opportunities to create cultural and tourism Aboriginal experiences for visitors and residents.

3.4 Inter/Multiculturalism

Consultees identified the Coffs region as strongly multicultural and diverse but views differed on how accepting and inclusive the community was in general.

“It does feel like the area is becoming culturally richer and we are celebrating the diversity we have here more.”

Many consultees identified multicultural festivals and food events, such as the Curryfest, as community events that have a positive effect for inter/multiculturalism, as well as the inclusivity generated through sport. Woolgoolga has a long-standing and the largest regional Sikh/Punjabi population in Australia. The Coffs Harbour Events Strategy places an emphasis on further cultivation of arts and cultural festivals and events – including the investigation of major attractions, and prioritising support for new events and event generation in the low season.

Most of those consulted felt that more could be done to celebrate the multiculturalism and diversity of the region.

3.5 The natural environment

The Coffs Harbour LGA encompasses a total land area of nearly 1,200 square kilometres, including many areas of exceptional natural beauty in national park, state forest, parkland, coastline and beaches.

“We have so much natural beauty within the region.(It) needs to be used more.”

Consultations showed the community pride in the beauty of the natural surroundings in the Coffs region and a lot of the comments suggested the integration of cultural aspects into this environment. There is considerable community disappointment that the built environment of Coffs does not reflect or complement the natural beauty of the region.

One area of particular pride is the beauty of the coastal areas, beaches and the ocean and this is one aspect which is celebrated in the artworks though the region. The Solitary Islands Marine Park is the third largest marine protected area in New South Wales. It covers a total area of 71,000 hectares and extends along 75 kilometres of coast, from Coffs Harbour north to the Sanden River mouth. The park is home to a huge diversity of marine life, with a tropical, temperate and sub-tropical species. The marine life and in particular whales are strongly represented in public art including “The Whale’s Tail” sculpture at the Jetty and the large murals on the Woolgoolga water-tower and at the airport.

The North Coast Regional Botanic Garden was mentioned as one of the highlights of the natural beauty of the Coffs region. Frequently used for events such as Harmony Day, it is one of the major regional botanic gardens on coastal New South Wales north of Sydney. It covers 20 hectares of Crown Land and is bounded on three sides by Coffs Creek, a wide mangrove-lined, tidal estuary. The Garden was designed to feature natural forest, rare and endangered Australian species, and exotic plants from other sub-tropical regions of the world. Resources permitting, there is capacity for further use of the Garden for arts and cultural activities.

One of the current drawbacks noted by the community is the poor and/or confusing directional and street signage for both cultural facilities and places of natural beauty. This applies in particular to the Botanic Garden as well as the Regional Gallery.

3.6 Partnerships

Discussion on partnerships focused on connectivity – between independent organisations and Council, between facilities and other organisations, between schools and arts organisations, and between business and the arts. There is the opportunity to harness combined resources and explore joint working to realise opportunities that would not exist separately.

A second partnership issue was coordination – partly related to scheduling of events, which might avoid clashes but also identify promotional and cross-promotional opportunities.

Public-private partnerships were mentioned with regard to delivering new activities and facilities. This is normally referenced as a financial structure for commercial entities to partner government in resourcing new infrastructure – but in this instance it was used more broadly to mean community organisations, businesses and Council working together to make things happen.

The strength and passion of volunteers was mentioned repeatedly as a great support to arts and cultural activity in the region.

3.7 Public Art

Over the same period as the consultation about the Cultural Strategic Plan, consultation proceeded about the planned new central Library and Regional Gallery for Coffs Harbour

LGA in the CBD. A diverse array of people from the Coffs community participated in “Community Conversations”, including: artists, teachers, librarians, library users, gallery volunteers, business operators and Year 8 high school students. All groups strongly identified the need to include lots of sculptures and public art both outside and inside the new facility and surrounding precinct.

Many community members also noted their enjoyment of the street mural art which is increasingly prominent in Coffs, from the CBD to the large work on the Woolgoolga RSL and many more across the local government area.

The current Jetty4Shores project cited above is clearly consistent with these community views and there is clearly community support for further public art of all types.

3.8 Priorities for Council financial support

Canvassed through the community survey, there were diverse views on what should be prioritised for Council financial support. Some respondents advised that Council should not support arts and culture (12.1%). However, three areas attracted strong support from respondents: increasing the range and diversity of arts and cultural offerings (45.4%), increasing the diversity and number of festivals and major events (38.4%), and promotion and marketing of local arts and culture activity (37.4%).

Respondents' support for upgraded facilities showed strong backing for a performing arts centre as 534 people who were surveyed supported it along with 107 written responses to the MyCoffs consultation process.

Upgraded facilities for a visual art gallery received 51.9% support and library upgrade 44.6% support from survey respondents. In 75 additional comments on this question, the community indicated a broad desire for improving performing arts facilities and for multi-purpose cultural facilities. A number of respondents indicated concern about fitness for purpose and functional briefing issues for new facilities. Others noted concern around operational financial risks for new or upgraded facilities.

Respondents commented on what they felt were the highest priorities for Council action. These included the creation of a Performing Arts Centre, and the creation of a Civic/Cultural Hub/Precinct, better arts and culture amenities, a calendar for cultural events and an upgraded or new Regional Gallery.

4. Conclusion – Achieving our vision

“A vibrant and creative Coffs lifestyle enriched by its natural beauty, diverse people and capacity for innovation.”

Cultural planning extends beyond the arts, recognising the broader lifestyle of residents and the experiences of visitors. In the process to develop this plan, we have investigated the experiences of other regions, catalogued our existing arts and cultural life and listened to the views and interests of the community. There were consistent views expressed regarding the distinctive identity of the region.

- Rich in natural beauty: from islands and ocean to the rainforest and the mountains;
- Strong Aboriginal culture and heritage: Gumbaynggirr country;
- Diverse with people from many backgrounds;
- An abundance of festivals and markets; and
- Sports-focused: complementing a beach lifestyle.

Highly aware of the natural beauty of our region, the community has told us that their vision for Coffs is for a creative and culturally rich life which is appreciative of its diverse people and optimistic about the future of creative enterprises.

The goals of the Plan are to:

1. Engage our community and visitors in the cultural life of the area
2. Create and maintain vibrant cultural and public spaces
3. Understand and celebrate our Aboriginal and diverse cultural heritage
4. Value and support our creative industries
5. Encourage connections, collaboration and partnerships

The relationship between our information and analysis, and these goals is summarised below:

1. Engage our community and visitors in the cultural life of the area

Achieving progress against this goal will focus on the challenges reported by the community, in particular in the survey, in accessing the breadth and depth of opportunities which they would like to see in Coffs Harbour LGA.

It also includes the very important aspect of communication, marketing and promotion of existing options. The community reported real difficulty in finding out about events and programs. It is clear that this is adding to a sense that Coffs Harbour LGA does not have an active arts and cultural life when nothing could be further from the truth.

Council position statement:

We will foster broad arts and cultural participation, celebration and learning through a coordinated approach to maximise social, cultural and economic benefits. Innovative, varied and imaginative methods will be encouraged to inform and engage diverse audiences. We will support the development of cultural and heritage tourism.

2. Create and maintain vibrant cultural and public spaces

Our community has told us that quality cultural facilities, precincts and spaces (both built and online) make essential contributions to our region and lifestyle. Council believes it has a vital role to play in providing and promoting cultural and community spaces and precincts for community and visitors. Enhanced and new facilities will also assist, by providing focal points for activity, and raising the quality and range of presentation. The selection of the site and ongoing progress with the new central Library and Regional Gallery CBD project as part of a cultural and civic precinct also bodes well for Coffs cultural future. As well as the proposed improved library, regional gallery and co-working facilities, the provision of a performing arts centre has been consistently raised as desirable by members of the community.

Council position statement:

Our community has told us that quality community and cultural facilities, precincts and spaces make essential contributions to our region and lifestyle. Council believes it has a vital role to play in providing and promoting cultural and community spaces (both physical and online) for community and visitors.

3. Understand and celebrate our Aboriginal and diverse cultural heritage

The community appreciate and value the access and sharing of a unique and diverse cultural heritage and life in the Coffs Harbour LGA. In particular, the importance of Aboriginal culture and heritage to the region's identity was mentioned repeatedly. Consultees, including Aboriginal community members, noted a strong desire for Aboriginal experiences and culture from visitors and community members. The prominence of the Aboriginal language was also highlighted as a strength of the region. However, all felt that there were opportunities to further celebrate and engage with Aboriginal culture in the region. There is scope for increased visibility of Aboriginal culture in the public realm and in local signage.

The Coffs Harbour LGA has a rich diversity of people from migrant and refugee backgrounds. It is clear that both these communities and the broader community see the benefits in communicating their heritage and stories.

Council position statement:

We will support the appreciation and expression of the Coffs Harbour LGA's unique Aboriginal and diverse cultural heritage and life. Our community believes that recording, protecting and sharing our stories is a source of community pride and essential to understanding our past, making sense of the present and informing our future.

4. Value and support our creative industries

While it is a cliché that one of the most valuable resources is our people, it is undeniably true in relation to arts, creative industries and culture in general where the value of the output is directly related to the quality of ideas and excellence of execution. The skills needed for success are not just those related to the technical achievement of a product but also to the capacity to plan, manage and market that product, service or event.

The continued projected growth rate of creative industries both nationally and internationally represents a strong opportunity previously identified in Cultural Plans for the Coffs Harbour LGA.

There are also opportunities for continued strengthening of both creative industries and cultural tourism locally. Local businesses and individuals will need to be 'tourism-ready' in relation to content, consistency, professionalism and this may call for capacity-building support.

Increased opportunities for capacity development, education and training to contribute to growth and sustainability in this sector are required.

Council position statement:

We will nurture, celebrate and support our creative industries, harnessing arts and culture as a significant contributor to the city's social and economic fabric. Council acknowledges the significant impact the creative sector has on the economy and its contributions through employment, consumer spending, festivals and events and cultural tourism.

5. Encourage connections, collaboration and partnerships

The community reported fragmentation of the arts and cultural sector in the region. This is reflected in the lack of a central cultural, civic and arts hub, a lack of clear communication and marketing for events and activities and a lack of communication and coordination between venues and organisations.

Opportunities can arise where creative people create personal and professional networks which can form and mutate as ideas and opportunities emerge. The recently formed Coffs Coast Creative Industries Network is one example of addressing fragmentation of the sector.

Community activism and individual initiative have resulted in significant wins for arts and cultural development locally – the reopening of the Sawtell cinema, the operation of the Bunker Cartoon Gallery through a community organisation, the marketing of Aboriginal cultural experiences, the number of festivals and events, the work of the Regional Conservatorium and many others. This energy represents a tremendous resource, and contains the potential for future partnerships between organisations as well as with the Council. Council has implemented a service delivery and structure to allow for more integrated planning and service provision across its cultural development, library, museum, theatre and gallery services, strategic land use planning, heritage economic development, major events and tourism.

As noted earlier, the cultural life of Coffs Harbour is closely linked with those of its neighbours, in particular Bellingen and Clarence Valley. Collaboration where the opportunity arises, between the neighbouring Local Governments and within the wider region including Arts Mid North Coast on arts and cultural projects and initiatives has the potential to provide significant benefits to residents.

Few community aspirations and goals can be achieved by Council in isolation. Indeed, many organisations and people have worked together to develop the goals, vision and strategies contained within this plan and we will need to work together to implement it.

Council position statement:

We will partner with cultural groups, organisations and individuals to effectively harness the community's passion and drive to make Coffs a more creative place. Our community has told us that there is fragmentation in the sector and they see the Council bringing vital resources and expertise to assist create an environment of collaboration, information sharing and open communication.

5. Creative Coffs - Goals and Strategies

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
1. Engage our community and visitors in the cultural life of the area	<i>We will foster broad arts and cultural participation, celebration and learning through a coordinated approach to maximise social, cultural and economic benefits. Innovative, varied and imaginative methods will be encouraged to inform and engage diverse audiences. We will support the development of cultural and heritage tourism.</i>	1.1 Engage both the community and visitors through continued development of innovative and dynamic cultural activities and programs.	All	X	X	X	X	X	Arts, festival, community and educational organisations Arts Mid North Coast Coffs Coast Tourism Regional Arts NSW Prosper Coffs Harbour Cultural Trust	<i>Overall outcome for Goal 1</i> <i>Increased levels, across a broad diversity of the community, of participation and engagement in Coffs's cultural and creative life</i> <i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights. <i>Social benefits:</i> social connection, increase in social capital. <i>Civic outcomes:</i> Enhanced sense of community belonging	Increase in the number and range of cultural activities offered to the community Innovative activities new to the area. Increase in number of participants Number of opportunities for attendance and/or participation Number of participants Number of attendees Trend in related responses in Community Well-being survey Trend in responses to Customer Satisfaction survey Trend in assessment by Cultural Reference Group (CRG)	Applications to and acquittals from Council grants. Evaluation reports of Arts and Cultural Grants recipients Event or program organiser estimates Community Well-being survey – biennial (due 2018) Customer Satisfaction Survey – biennial (due 2018) Cultural Reference Group feedback and assessment
		1.2 Actively develop audiences, engaging the wider community including young people, retirees, LGBTQI, diverse/multi/intercultural, refugee, Aboriginal members of the community and people with a disability.	All	X	X	X	X	X	Community leaders, representative and arts organisations, service providers and community support organisations for target audiences, Arts NSW, Coffs Harbour Regional Conservatorium, Screenwave	<i>Cultural benefits:</i> aesthetic enrichment, new knowledge, ideas and insights, appreciation of cultural diversity <i>Social benefits:</i> equality of opportunity, social connection, sense of belonging	Increase in cultural attendance Increase in active participation rates Engagement of new audiences	Attendance numbers at Council cultural facilities i.e. Regional Gallery, Jetty Memorial Theatre, Libraries, Regional Museum where community sector identification is possible e.g. school visits, specific community events.

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		1.3 Actively promote arts, heritage and culture programs and activities to residents and visitors using traditional and digital media channels.	Provider Partner Funder	X	X	X	X	X	Regional newspaper, radio and television outlets, Arts Mid North Coast, local arts organisations with active social media presence, Visitor Information outlets, tourism and accommodation operators.	<i>Cultural benefits:</i> new knowledge, ideas and insights. <i>Social benefits:</i> social connection. <i>Economic benefits:</i> Visitor direct and indirect expenditure generated.	Increase in variety and scale of media response Growth in What's On Newsletter Subscribers Use of Redevelopment and use of Coffsconnect.com.au Development Implementation of Cultural Communications Plan Range of media used Enhanced online presence of the Regional Museum and the Regional Gallery	What's On Arts and Culture newsletter: Number of subscribers Number of submitting organisations, Number of users of Coffs Connect, Number of different types of media used
		1.4 Develop and maintain channels for increased community sharing of information about local arts and cultural offerings, arts and cultural trails, events and related tourism initiatives.	Provider Partner		X				Art and cultural organisations in Coffs Harbour LGA.	<i>Cultural benefits:</i> new knowledge, ideas and insights. <i>Social benefits:</i> social connection <i>Environmental benefits:</i> Positive sense of place engendered	Development of cultural trails Growth in resources and usage of Picture Coffs Number and scale of collections which are newly online Number of new cultural tourism offerings	Number of arts organisations with an online presence, Number of cultural trails developed, Number of images in Picture Coffs, Number of users of Picture Coffs, Number of collections and collection resources available online, Number of events promoted in the Arts and Cultural newsletter, Website views and downloads of cultural trails material.
		1.5 Investigate and implement programs and partnerships to lower barriers to cultural activities e.g. ticketing packages.	Enabler Provider Partner			X			Festival and event organisers, community organisations e.g. aged care service providers, Arts NSW	<i>Cultural benefits:</i> new knowledge, ideas and insights. <i>Social benefits:</i> equality of opportunity.	Number of ticketing packages/concessional price tickets Number of and feedback from first time attenders	Package, ticketing and audience data collected through Council cultural venues

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		1.6 Work with service and education providers to develop programs which use the arts to improve health, in particular mental health and healthy ageing in the community.	Enabler Provider Partner Leader Advocate		X				Health services, Neighbourhood and service providers and community organisations including those targeting youth, seniors and mental health, Coffs Harbour Regional Conservatorium	<i>Cultural benefits:</i> aesthetic enrichment, new knowledge, ideas and insights, appreciation of cultural diversity. <i>Social benefits:</i> equality of opportunity, social connection, sense of belonging, positive health outcomes.	Number of organisations engaged and programs developed Dementia friendly advocacy invested within Council facility, activity and program planning Number of providers and professional in art and health specialities	Group and program data and evaluation feedback.
		1.7 Undertake ongoing cultural mapping, data collection and research to identify, track and understand the needs, talents and behaviours of our community, as well as barriers to cultural participation, in particular as relevant to young people.	Provider	X	X	X	X	X	Arts Mid North Coast, RDA Mid North Coast, youth services, community organisations, Coffs Harbour Regional Conservatorium	<i>Economic Benefits:</i> Prospect of meaningful employment improved, individual economic benefit, visitor direct and indirect expenditure generated. <i>Social benefits</i> - equality of opportunity for all people in the community experienced. <i>Civic outcomes:</i> Sense of community belonging enhanced	Growth trend in organisations, participants and practitioners Annual Cultural Mapping Audit completed	Databases from Library, Regional Gallery, Museum, Theatre Arts Mid North Coast, Coffs Harbour Writers Group and Coffs Coast Writers' Centre and Local Directory http://www.localsearch.com.au/
		1.8 Investigate the development of a cultural ambassador program and cultural schools network program.	Enabler		X				Skilled volunteers, local artists, Friends of the Regional Gallery, schools and colleges, Coffs Coast Champions	<i>Cultural benefits:</i> aesthetic enrichment, new knowledge, ideas and insights, connection to shared heritage <i>Social benefits:</i> social connection <i>Civic outcomes:</i> Collaboration between groups in the community increased	Scoping of Cultural Ambassador program completed. Funding and resources committed and program in place. Increased involvement by schools and young people in arts and cultural activities. Number of volunteers, participants and schools engaged.	Program, volunteer and participant data capture and evaluation of programs generated,

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		1.9 Advocate for improved transport, including community transport, options for the community and visitors in order to access cultural activities.	Advocate		X					<p><i>Cultural benefits:</i> new knowledge, ideas and insights</p> <p><i>Social benefits:</i> equality of opportunity</p> <p><i>Civic outcomes:</i> Collaboration between groups in the community increased</p>	Increased frequency and type of transport options available	Directory of transport providers Data from transport providers and venues
2. Create and maintain vibrant cultural and public spaces	Our community has told us that quality community and cultural facilities, precincts and spaces make essential contributions to our region and lifestyle. Council believes it has a vital role to play in providing and promoting cultural and community spaces (both physical and online) for community and visitors.	2.1 Investigate a 1% levy for public art on all major development projects (both private and public).		X					Coffs Harbour Chamber of Commerce	<p><i>Overall outcome for Goal 2</i></p> <p><i>Our community and cultural facility planning will address population growth and changing community needs and creativity will be more visible in the public domain with cultural and civic precincts and urban spaces reinvigorated.</i></p> <p><i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights.</p> <p><i>Social benefits:</i> social connection</p> <p><i>Environmental benefits:</i> positive sense of place, inspiration from the natural world, awareness of environmental issues</p>	Investigation undertaken and reviewed.	Group work plans

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		2.2 Integrate public art and design (including by local artists) into all future major Council capital improvement projects including landscaping and building projects.	Provider Partner	X	X	X	X	X		<i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights. <i>Environmental benefits:</i> positive sense of place, inspiration from the natural world, awareness of environmental issues	Completion of Jetty4Shores and CBD City Square/Back lanes projects as an exemplar Public Art Strategy Plan and Policy and inventory finalised and endorsed Number of external funding sources and grants received for public art	Collections database Grants database
		2.3 Plan, develop and maintain cultural and community infrastructure, (including facilities and public art) that aligns and supports the goals of the 2030 Plan, a 'place making approach' and the Local Growth Management Strategy.	Provider Partner Customer	X	X	X	X	X		<i>Cultural benefits:</i> creative expression, connection to shared heritage <i>Social benefits:</i> social connection, social capital built, place of safety <i>Economic benefits:</i> individual and community economic benefit, employment stimulated, visitor expenditure generated, local business increased <i>Environmental benefits:</i> positive sense of place	Community and cultural facility plan completed and endorsed Increased number of and quality of facilities available for arts and cultural activities New technology and energy efficiency solutions sourced and implemented where practicable.	

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y	Y	Y	Y	Y	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				1	2	3	4	5				
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		2.4 Plan for and construct an upgraded Harry Bailey Memorial Library, Coffs Harbour Regional Gallery and digital/co-working space at 23-31 Gordon St and Riding Lane as the core of a Cultural and Civic Precinct.	Provider Leader	X	X	X	X		NSW State Government including the NSW State Library, Australian Government including Regional Development Australia, the Coffs Harbour Innovation Centre, the Coffs Harbour Creative Industries Forum, Friends of the Regional Gallery, Prosper Coffs Cultural Trust, Coffs Harbour Chamber of Commerce	<p><i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights, connection to shared heritage</p> <p><i>Social benefits:</i> social connection, social capital built, place of safety</p> <p><i>Economic benefits:</i> individual and community economic benefit, employment stimulated, visitor expenditure generated, local business increased</p> <p><i>Environmental benefits:</i> positive sense of place</p>	<p>Library and Gallery Cultural and Civic Precinct analysis completed.</p> <p>Research, feasibility, fundraising and concepts completed.</p> <p>Council resolution to proceed with construction.</p> <p>Construction completed.</p>	
		2.5 Finalise options development, needs and feasibility analysis for future performance and/or conference venue(s) in Coffs Harbour that include a Performing Arts Space.	Provider Leader	X					Conference, tourism and accommodation operators Touring arts organisations, Local arts and community organisations CHEC NSW State Government Australian Government, Coffs Harbour Chamber of Commerce	<p><i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights</p> <p><i>Social benefits:</i> social connection, social capital</p> <p><i>Economic benefits:</i> individual and community economic benefit, employment stimulated, visitor expenditure generated, local business increased</p> <p><i>Environmental benefits:</i> positive sense of place</p>	<p>Performance Arts Centre Issues and Options Paper completed.</p> <p>Supply/demand, economic and cost benefit feasibility undertaken.</p> <p>Council endorsement of final report</p>	

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		2.6 Advocate and facilitate, where resources allow, provision of affordable spaces for meeting, rehearsing, presenting, teaching, making and performing (both temporary and permanent).	Advocate Provider Funder		X	X	X	X	Venue owners, schools, vacant premises owners	<i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights. <i>Social benefits:</i> social.	Built and outdoor infrastructure is in place to support arts and cultural activity Net growth of spaces available for arts/cultural purposes. Use of Jetty4Shore events and performance space.	Community response to facilities available Number of existing facilities which become available for arts and cultural use. Creative practitioner's response to facilities available
		2.7 Facilitate creative expression and public space activation through art while actively managing unwanted graffiti.	Provider Partner Customer	X	X	X	X	X	Artists including street artists and installation artists	<i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights. <i>Social benefits:</i> social connection <i>Economic benefit:</i> reduction in unproductive costs <i>Environmental outcomes:</i> positive sense of place and neighbourhood character	Number of new public art or activation (temporary or permanent) installations and programs completed Number of graffiti vandalism reports for Coffs Harbour LGA Back lane activation strategy completed.	CBD Masterplan progress reports Public art and street activation data and programs

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
3. Understand and celebrate our Aboriginal and diverse cultural heritage	We will support the appreciation and expression of the Coffs Harbour's LGA unique Aboriginal and diverse cultural heritage and life. Our community believes that recording, protecting and sharing our stories is a source of community pride and essential to understanding our past, making sense of the present and informing our future.	3.1 Improve our community's knowledge of and access to local cultural collections and services both in person and through traditional media as well as digital channels.	All	X	X	X	X	X		<p><i>Overall outcome for Goal 3</i></p> <p><i>Our diverse communities have increased opportunities to share, celebrate, access and engage in lifelong learning and knowledge sharing.</i></p> <p><i>Cultural benefits:</i> new knowledge, ideas and insights, appreciation of cultural diversity, connection to shared heritage</p> <p><i>Social benefits:</i> social connection, sense of belonging</p> <p><i>Environmental benefits:</i> Positive sense of place engendered</p>	Increased collection visitation rate across Gallery, Museum and Library both in person and online. Awareness of collections measured through visitor surveys and exit surveys	Relevant visitor numbers, website views and loans where appropriate
		3.2 Support the development, preservation and promotion of Coffs Harbour cultural collections (in particular physical and online library, museum and gallery collections)	Provider Partner Advocate	X	X	X	X	X	State Library of NSW, Museums and Galleries NSW, Yarrawarra Aboriginal Cultural Centre, local historical societies, Arts Mid North Coast, Arts NSW	<p><i>Cultural benefits:</i> aesthetic enrichment, new knowledge, ideas and insights, appreciation of cultural diversity, connection to shared heritage</p> <p><i>Social benefits:</i> equality of opportunity, social connection, sense of belonging</p> <p><i>Environmental benefits:</i> Positive sense of place engendered</p>	Increased cultural collection holdings (including online) Increased library collections to meet NSW minimum standards. Greater accessibility to collections Completed and endorsed collections strategy Completed and endorsed long term strategy for cultural and community facilities Updated and endorsed Regional Museum, Regional Gallery and Libraries Services Strategic Plans	Collections databases including the library catalogue.

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y	Y	Y	Y	Y	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				1	2	3	4	5				
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		3.3 Walk together with the local Aboriginal community to honour, share and communicate their stories, heritage and culture.	Partner Funder Provider		X	X	X	X	Coffs Harbour Local Aboriginal Land Council, Saltwater Freshwater Arts Alliance, Yarrawarra Aboriginal Cultural Centre, Muurrbay Language and Culture Cooperative, Aboriginal community, Prosper Cultural Trust	<i>Cultural benefits:</i> new knowledge, ideas and insights, appreciation of cultural diversity, connection to shared heritage <i>Social benefits:</i> equality of opportunity, social connection, sense of belonging <i>Environmental benefits:</i> Positive sense of place engendered	Assessment against National and State best practice guidelines Cultural Collection Development Plan (Visual Art, Museum, Social History, Archival and Research Collections) completed. Libraries Collection Development Strategy completed.	
		3.4 Provide relevant signage in the dual languages of Gumbaynggirr and English and advocate for such signage from other organisations.	Provider Advocate		X	X	X	X	Coffs Harbour Local Aboriginal Land Council, RMS	<i>Cultural benefits:</i> new knowledge, ideas and insights, appreciation of cultural diversity, connection to shared heritage <i>Social benefits:</i> social connection, sense of belonging	Increased visibility of regional Aboriginal cultural heritage, Increased number of dual language signs Number of signs translated	Annual signage audit
		3.5 Develop and implement innovative cultural education programs, with diverse/intercultural and refugee communities, designed to increase community cultural participation and understanding.	Provider Partner Leader Host			X			Aboriginal communities and organisations (including Saltwater Arts Freshwater Alliance), community and education organisations, diverse/intercultural communities,	<i>Cultural benefits:</i> aesthetic enrichment, new knowledge, ideas and insights, appreciation of cultural diversity, connection to shared heritage <i>Social benefits:</i> equality of opportunity, social connection, sense of belonging	Increased number of education/awareness programs generated Increase in attendance figures Increase in participation rates within identified demographics Increased satisfaction with cultural facilities and activities.	Event or program organiser estimates and data Community Wellbeing survey – biennial (due 2018, 2020, 2022) Customer Satisfaction Survey – biennial (due 2018, 2020, 2022) CRG assessment and feedback.

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		3.6 Celebrate and promote our diverse/intercultural and refugee communities' stories, heritage and culture through a variety of programs and events.	All	X	X	X	X	X	Diverse communities and community organisations	<p><i>Cultural benefits:</i> new knowledge, ideas and insights, appreciation of cultural diversity, connection to shared heritage</p> <p><i>Social benefits:</i> social connection, sense of belonging</p>	<p>Increased visibility of diverse communities</p> <p>Increased number of participants in activities and events</p> <p>Number of events submitted to the What's On Arts and Culture newsletter</p>	<p>Event or program organisers estimates of attendance</p> <p>Range of programs and events supported, stimulated</p>
		3.7 Work towards best practice for interpretation and conservation of built heritage and natural heritage.	Enabler Provider Partner Leader Advocate Funder	X	X	X	X	X		<p><i>Cultural benefits:</i> new knowledge, ideas and insights, connection to shared heritage</p> <p><i>Social benefits:</i> sense of belonging</p> <p><i>Environmental benefits:</i> Positive sense of place engendered</p>	Assessment against National and State best practice guidelines	

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
4. Value and support our creative industries	We will nurture, celebrate and support our creative industries, harnessing arts and culture as a significant contributor to the city's social and economic fabric. Council acknowledges the significant impact the creative sector has on the economy and its contributions through employment, consumer spending, festivals and events and cultural tourism.	4.1 Provide strong advocacy, assistance and frameworks for creative individuals, professional and community cultural organisations to self-manage facilities, programs and projects that are sustainable.	Enabler Provider Partner Leader Advocate Funder	X	X	X	X	X	Arts and event organisations, artists and managers of community halls and other venues, Coffs Harbour Chamber of Commerce	<p><i>Overall Goal 4 Outcome</i></p> <p><i>Opportunities for our creative industries, artists/creative workers, events, tourism and cultural organisations are supported and harnessed and acknowledged as a significant and innovative contributor to our social and economic fabric.</i></p> <p><i>Cultural benefits:</i> creative expression, new knowledge, ideas and insights <i>Social benefits:</i> social connection</p> <p><i>Economic benefits:</i> individual and community economic benefit including visitor expenditure, local businesses patronised, prospect of meaningful employment improved</p> <p><i>Environmental benefits:</i> Positive sense of place engendered</p>	Increased access to quality training and expert advice in project management, budgeting, promotion and other areas which support long-term sustainability.	Attendance and evaluation responses from attendees. Number of referrals to expert individuals and organisations. Instances of financial, advisory or other support provided.
		4.2 Undertake ongoing cultural mapping, data collection and research to identify, track and understand the impact of the creative industries on our economy and community.	Provider Partner	X	X	X	X	X	SCU, TAFE, Arts Mid North Coast, RDA, education and community organisations, Arts NSW, Australia Council, Coffs Coast Creative Industries Network	<p><i>Cultural benefits:</i> new knowledge, ideas and insights, <i>Economic benefits:</i> individual and community economic benefit including visitor expenditure</p>	Cultural tourism audit completed Creative industries economic data analysed annually Increase in number of creative industry practitioners in the LGA	Research project into cultural tourism assets and creative industries in Coffs Harbour. Sources for ongoing cultural mapping include the following: Library, Gallery, Museum, Arts Mid North Coast online, Coffs Harbour Writers' Group and Writers' Centre databases and the Local Directory.

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		4.3 Develop increased capabilities throughout the sector in relation to product, business development and promotion, in particular in relation to cultural tourism.	Partner Advocate Provider	X	X	X	X	X	Coffs Coast Creative Industries Network, Destination Coffs Coast. Arts Mid North Coast	<i>Cultural benefits:</i> new knowledge, ideas and insights <i>Economic benefits:</i> individual and community economic benefit including visitor expenditure	Cultural tourism initiatives with a focus on art/environment linkages, heritage and Aboriginal cultural assets.	Capacity building programs initiated or sustained
		4.4 Support the availability of and access to education and tertiary qualifications in the discipline of arts and health, which uses the arts to improve health and wellbeing, prevent disease and enhance health care experiences for patients and their families.	Partner Advocate			X	X	X	SCU, TAFE, Arts Mid North Coast, Arts + Health, Coffs Harbour Regional Conservatorium	<i>Cultural benefits:</i> new knowledge, ideas and insights <i>Economic benefits:</i> individual and community economic benefit including visitor expenditure	Number and type of art/health qualifications available in the Coffs Harbour LGA	
		4.5 Establish and promote a "one-stop event shop" in Council for advice and support to achieve best practice for events and festivals, including the provision of resources and toolkits.	Provider	X					Festival and event organisers, Stadium & Major Events Section	<i>Economic benefits:</i> individual and community economic benefit, reduction in unproductive costs	Establishment of an events "one-stop shop" and promotion of resources. Improved satisfaction with processes	Website views and downloads of kits. Feedback and surveys from event focus group meetings held.

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		4.6 Foster creative industries and cultural network(s) to encourage collaboration and build cultural capital.	Partner Advocate	X	X	X	X	X	Creatives, artists, Chamber of Commerce, Coast Creative Industries Network members, Training and Employment Service Providers, RDA Mid North Coast Arts Mid North Coast	<p><i>Cultural benefits:</i> creative expression, new knowledge, ideas and insights</p> <p><i>Social benefits:</i> social connection, collaboration increased</p> <p><i>Economic benefits:</i> individual and community economic benefit</p>	Number of and attendance to Creative Industries Network meetings Positive feedback from networks sustained Co-working facilities in new Library and Gallery facility	Surveys and data from membership of Creative Industries network, Initiatives and other networks
		4.7 Advocate and support opportunities for education and training, both formal and peer to peer, in order to build capability in the cultural and creative sector in both arts practice and related skills.	Advocate Partner Funder	X	X	X	X	X	Education, professional development and capacity building service providers including SCU, TAFE and Community College, peak bodies/associations, Arts Mid North Coast, Coffs Coast Creative Industries Network	<p><i>Cultural benefits:</i> creative expression, new knowledge, ideas and insights</p> <p><i>Economic benefits:</i> enhanced likelihood of meaningful employment</p>	Increased number of programs generated Increased numbers of participants building new skills	Education and training program and evaluation data

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
5. Encourage connections, collaboration and partnerships	We will partner with cultural groups, organisations, and individuals to effectively harness the community's passion and drive to make Coffs a more creative place. Our community has told us that there is fragmentation in the sector and they see the Council bringing vital resources and expertise to assist create an environment of collaboration, information sharing and open communication.	5.1 Partner and collaborate with organisations to drive and strengthen our cultural assets, programs and facilities.	Funder, Partner		X	X	X	X	Arts Mid North Coast Regional local governments RDA Education, arts and community organisations, Coffs Harbour Chamber of Commerce	<i>Overall Outcome for Goal 5</i> <i>Our cultural community is well connected, collaborative and supportive of opportunities to engage, partner, network and harness the ideas, passion and drive of our community.</i> <i>Cultural benefits:</i> creative expression, new knowledge, ideas and insights <i>Social benefits:</i> social connection, collaboration increased, enhanced resilience	Increased collaboration between organisations active in arts and culture.	Cultural Reference Group and sector feedback, Arts Mid North Coast feedback, Joint applications received by Arts and Cultural Development Grants program.
		5.2 Expand local arts practice and audience stimulation through long-term relationships with artists and arts companies from both inside and outside the local area.	Partner, Enabler				X	X	Artists and arts organisations, Arts NSW, Australia Council, Arts Mid North Coast	<i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights. <i>Social benefits:</i> social connection	Increased relationships with arts organisations from around the country Increased programs such as artist-in-residence	Council facility program planning and data evaluation

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		5.3 Support the Cultural Reference Group and other cultural volunteers to take active roles in cultural planning and capacity building opportunities to enhance cultural services and venues across the region.	Enabler Provider Partner Leader Advocate	X	X	X	X	X	Cultural Reference Group	<i>Cultural benefits:</i> new knowledge, ideas and insights. <i>Social benefits:</i> social connection, development of relationships including friendships, Bridging and linking social capital increased. <i>Civic benefits:</i> Sense of community belonging enhanced, active citizenship stimulated	Attraction and retention of volunteers with diverse skills Participation and renewal of Cultural Reference Group membership	Cultural Reference Group minutes, data and survey feedback.
		5.4 Strengthen international connections and cultural understanding with our Sister City - Sasebo, Japan	Partner Provider	X	X	X	X	X	Sasebo City, Australia-Japan Society, Bonsai Society, Koi Society, Botanic Garden	<i>Cultural benefits:</i> aesthetic enrichment, new knowledge, ideas and insights. <i>Social benefits:</i> development of relationships including friendships	Continuation and feedback from annual school exchanges. Sister City Strategy completed and endorsed	Evaluation and survey feedback.
		5.5 Develop programs and partnerships that maximise the potential of small halls and increase their capacity to support connectivity and engagement across local communities.	Enabler, Host Funder Partner Provider	X	X	X	X	X		<i>Cultural benefits:</i> creative expression, aesthetic enrichment, new knowledge, ideas and insights. <i>Social benefits:</i> social connection <i>Environmental benefits:</i> positive sense of place, neighbourhood character enhanced	Increased value from investment in small halls in terms of community and cultural use. Increase in hall and space utilisation patterns Online bookings and presence available for community halls	

Goals	Council position statement and strategic priorities	Strategies	Council role - Enabler, Leader, Host Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDN Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				<i>Note: X across multiple years reflects ongoing actions. A single X reflects the year for projected completion or significant activity.</i>								
		5.6 Continue Council's arts and cultural grants program and investigate options to increase its value through a matched funding arrangement.	Partner Funder Provider	X	X	X	X	X	Arts and cultural organisations, Prosper Coffs, philanthropists, businesses, Arts Mid North Coast	<p><i>Cultural benefits:</i> aesthetic enrichment, new knowledge, ideas and insights, appreciation of cultural diversity, connection to shared heritage</p> <p><i>Social benefits:</i> equality of opportunity, social connection, sense of belonging</p>	<p>Number of grants applications received and allocated</p> <p>Number of Plan goals met</p> <p>Increased funds from a diversity of sources external to Council</p>	<p>Applications received and acquittals of grant recipients</p> <p>Grant databases</p>

6. Delivering our Plan

Creative Coffs – Cultural Strategic Plan 2017-2022 is a vision to guide Coffs Harbour LGA's cultural and creative enterprise and to prioritise investment. The strategy will be used to assess and prioritise funding needs and work collaboratively with partners.

6.1 Annual operational planning

Delivery of *Creative Coffs - Cultural Strategic Plan 2017-2022* will call for appropriate resources, careful prioritisation and clear action planning. It is proposed that, following formal adoption of the Plan and accompanying Cultural Policy by Council, the following steps take place:

1. Development of an annual operational plan, confirming those strategies which are to be progressed during the first year, and the key steps in implementing each strategy
2. Confirmation of the budget and officer resources required for implementation of the first-year strategies
3. Confirmation of the reporting procedures; refinement of the monitoring and evaluation processes indicated in Section 5 above, including any qualitative research to assess impacts; and resourcing of the evaluation processes
4. Allocation of responsibilities

6.2 Integration and implementation across cultural and non-cultural services

The strategies indicated in the Plan will be affected through each of Council's cultural assets – for example, the Library, Gallery, Museum, Jetty Memorial Theatre, Community Halls and Venues and direct funding programs and initiatives where applicable.

In developing the first and subsequent annual operational plans, it is recommended that each prioritised strategy be considered in relation to its implementation – where relevant – through key Council cultural assets, through 'non-cultural' Groups, sections and business units of Council and through external partnerships. This 'implementation mapping' will assist in integrating cultural activation across Council as a whole rather than confining it as a concern of a single Group or area.

6.3 Monitoring and evaluation

It is anticipated that a review of the annual operational plan would occur towards the end of each year of the Plan as part of the business planning and Integrated Planning and Reporting processes through Council. This monitoring and review would be undertaken in collaboration with the Cultural Reference Group in order to make recommendations for any adjustments to the Plan and inform strategy and target setting for the following year.

It is also recommended that the annual operational plans be considered in relation to the UNESCO cultural statistics framework appended. While the Plan is structured in relation to community and creative industries outcomes (rather than art forms and other subsectors), the UNESCO framework also describes the various cultural domains in detail (performing arts, visual arts, heritage etc.), and provides a simple reference point for considering whether different types of cultural activity are being adequately considered, or harnessed, through the Plan.

Appendix A - Policy contexts

The following range of policy documents and plans have informed the study:

- Coffs Harbour City Council Cultural Policy 2013-2016
- Coffs Harbour City Council Cultural Plan 2013-2016
- Coffs Harbour 2030 Community Strategic Plan
- Coffs Coast Tourism Strategic Plan 2020
- Coffs Harbour Events Strategy 2020
- Economic Strategy 2014 – 2017
- Coffs Harbour City Centre Masterplan 2031
- Heritage Strategy 2014-2017
- Public Art Selection Protocols Policy
- Local Growth Management Strategy for Coffs Harbour City to 2031
- Coffs Harbour City Council Heritage Strategy 2014-2017
- Graffiti Management Strategy 2016-2020
- Arts Mid North Coast Strategic Plan 2016-2018
- NSW Arts and Cultural Policy Framework
- Bellingen Shire Council Arts and Cultural Plan 2012 (not summarised here)
- Bellingen Shire Public Art Plan (not summarised here)
- Sample cultural plans from other regional communities, including Port Macquarie, Albury, Bayside, Wollongong, Gympie, Bass Coast (not summarised here)

A brief overview of the documents listed is provided below.

Coffs Harbour City Council Cultural Policy 2013-2016

The Cultural Policy was developed in line with the Coffs Harbour 2030 plan and was implemented in association with the Cultural Plan 2013-2016.

The Cultural Policy's definition of Culture "encompasses imaginative, intellectual and artistic activity by individuals, groups and communities." For the purposes of the policy, the term "culture" includes but is not limited to arts, creative industries, language, community celebrations, built environment, heritage and history.

Ten key policy goals are identified in the document. The Coffs Harbour City Council will support cultural activities which will enhance (not in priority order):

- opportunities for the community as creators, students or audience members;
- the attractiveness of the region as a destination for prospective residents, in particular for highly skilled people;
- the attractiveness of the region as a destination for tourists;
- appreciation of the natural beauty of the region and the visual amenity of the built environment;
- appreciation and understanding of the diverse cultural heritage of the people of the region;
- understanding of and pride in regional Aboriginal culture and heritage;
- the growth of the local economy through increased development of creative industries;
- opportunities for skills development or engagement in education, in particular those relevant to the arts and creative businesses;
- opportunities, services or facilities for children or young people; and/or
- opportunities, services or facilities for seniors and people with disabilities.

Coffs Harbour Cultural Plan 2013-2016

The cultural plan highlights a number of key assets for the Coffs Harbour region including Aboriginal culture and heritage, the Regional Gallery, NBN rollout, and the region's natural beauty. The plan also highlights the challenges facing the region's cultural infrastructure including a lack of information about events and activities. The plan states that while "there

are some gaps in the cultural life of Coffs Harbour”, perception of those limitations is amplified by the lack of easily accessible information.

The plan also highlights a need to better promote the Aboriginal arts and culture in the region.

The plan argues that in order to achieve arts and cultural excellence in the region the community and Council will need to be “networked, distinctive and nimble.” The major strategies identified by the plan are:

- Improved marketing and information resources, and co-ordination aimed at both tourists and residents;
- Development of functional specifications for expanded Regional Art Gallery, City Library, and Aboriginal cultural facilities;
- Establishment of a film society;
- Increased opportunities for local artists to perform or exhibit;
- Integration of art and design elements into the built environment;
- Increased opportunities for networking and skills development for those working in the creative industries; and
- Expanded opportunities, for young people and seniors in particular.

Coffs Harbour Economic Strategy 2014 - 2017

The Coffs Harbour Economic strategy is comprised of two parts:

- Opportunities, Process and Current Reality that analyses current trends, statistics and economic climate to identify opportunities for economic growth.
- The Action Plans developed in collaboration with business and industry networks to provide a roadmap for achievable economic growth through localisation and ‘love of city’.

The call to action for the Coffs Harbour Economic Strategy is “Growth through localisation and love of our City” and identifies seven strategic themes:

- ‘Love our City’
- Local is Best
- Knowledge Building
- Welcoming Spaces
- Smart and Connected
- Planning for Growth
- Invest Coffs

The strategy is highly focused on community engagement and collaboration with organisations to build a sense of responsibility within the community.

Coffs Harbour 2030 Community Strategic Plan

The strategic plan is focused around five key areas, each of which has a specific vision, objectives and community indicators. The five key areas and their vision are as follows:

1. Learning and prospering. Vision: We are recognised as a model of sustainable business and industry with a strong and diverse local economy. We have a lively and diverse city centre. We have excellent education and lifelong learning opportunities that reflect our community values.
2. Looking after our community. Vision: We are healthy and strong. We are engaged and connected and work together to live sustainably. We enjoy a comprehensive range of community, artistic and cultural opportunities.
3. Looking after our environment. Vision: We understand and value our unique natural environment and its cultural connections. We protect and restore our environment to conserve its unique biodiversity for future generations. We manage our resources and development sustainably.

4. Moving around. Vision: We make best use of an excellent, environmentally friendly public transport system. Many of us walk and cycle from place to place. We are well connected to each other and services.
5. Places for living. Vision: We have designed our built environment for sustainable living. We have created through our urban spaces, a strong sense of community, identity and place. We have vibrant rural communities.

Coffs Coast Tourism Strategic Plan 2020

The Coffs Coast Tourism Strategic Plan 2020 was endorsed in 2016. The plan highlights the importance of tourism to the region, noting that the annual economic contribution of tourism to the region is valued at approximately \$490 million. It is estimated that the Coffs Harbour LGA receives 1.6 million visitors annually and the Bellingen LGA receives 223,000. Most are domestic overnight visitors and daytrip visitors, with international visitors accounting for around 5%.

The aim of the plan is to “strengthen the Coffs Coast visitor economy by increasing overnight visitor stays, length of stay, expenditure, and dispersal across the region. Strengthening the visitor economy will be achieved by positioning the Coffs Coast as a leading regional destination for leisure and nature-based tourism, events and cultural experiences.”

Coffs Harbour Events Strategy 2020

The purpose of the Draft Coffs Harbour 2020 Events Strategy endorsed in 2016 is to:

- Attract, grow and retain events in Coffs Harbour
- Generate economic, social and community benefits
- Provide expertise, frameworks and support for others to run successful events

The Strategy notes that while Coffs Harbour has a relatively healthy event calendar, there is a disjointed approach in attracting, running and collaborating on events between Council, business and community stakeholders, as well as promoting events to relevant audiences. The Events Strategy aims to provide direction on the events that Council should be seeking to support and attract.

Coffs Harbour City Centre Masterplan 2031

Coffs Harbour City Council is committed to the revitalisation of the whole of the Coffs Harbour LGA and sees the Central Business District (CBD) as playing a pivotal role through the creation of economic, social and cultural opportunities. The aim is to create an attractive urban environment that is rich in lifestyle facilities, attracts residential living to the City Centre and creates a new attraction for visitors. The Masterplan makes a number of strong statements regarding the importance of culture’s position at the heart of the City. A key objective is a core cultural and entertainment precinct to host numerous cultural initiatives that showcase and encourage the talent of artists and musicians:

The City Centre stands united as one retail, business, cultural and entertainment precinct with preferred development to occur as close to the City Square as possible.

The City Square will become the beating heart of the City Centre, with an outdoor performance space featuring social and cultural events and attractions intermixed with bustling night as well as day markets, full of fresh local produce and wares from local creative industries.

Several strategic sites will be targeted to deliver a new cultural, entertainment and civic buildings which may be located separately or multi- functionally according to funding and commercial opportunities. Preference will be given to locating these community assets as close to the City Square as possible subject to delivering the highest level of community benefit.

Coffs Harbour City Library Strategic Plan 2012-2016

The vision is that the Library service is a vibrant, active and welcoming place and one that strives to anticipate community needs and interests, be open, inviting and relevant, be a place that encourages the imagination and exchange of ideas, be a place that celebrates knowledge and learning; and provides lifelong learning opportunities, be a recognised community leader, provide a comfortable, neutral and stress free place for all the community and build supportive and strong partnerships that will benefit the community and customers of the library services.

The plan highlights that the current central library doesn't meet contemporary standards and is considered inadequate for both current and future use especially in the context of a growing and ageing population. It notes that current library collection funding is inadequate and doesn't meet current state or national per capita expenditure standards, especially when compared to similar sized libraries and local governments.

Jetty Memorial Theatre Strategic Plan 2013-2018

The vision of the Jetty Memorial Theatres is an intimate venue in Coffs Harbour where the community celebrate the presentation, promotion and nurturing of excellence in the performing arts.

The goals are to:

- foster and promote a vibrant performing arts culture,
- engage, inspire and entertain audiences and
- maximise financial opportunities to deliver our performing arts ambitions at a sustainable level.

Graffiti Management Strategy 2016-2020

Graffiti vandalism has a direct and immediate impact on the community by reducing the social amenity of public spaces, creating visual pollution and leading to increased fear for personal security. Council has developed a strategy with key stakeholders to incorporate a variety of interventions including stakeholder engagement, reporting, removal, prevention, education and enforcement. One of the key objectives for prevention is to develop protocols and procedures to allow and encourage (with approval) legal street art to be undertaken on Council managed public assets.

Heritage Strategy 2014-2017

The Heritage Strategy has been prepared in accordance with the standard guidelines development by the NSW Office of Environment and Heritage and is based on the Heritage Council publication “Recommendations for Local Council Heritage Management”. Council has operated a Heritage Advisory Program for over ten years and a Heritage Strategy was first prepared by Council in 2003. The Strategy covers 9 recommendations and outcomes.

Arts Mid North Coast Strategic Plan 2016-2018

Arts Mid North Coast is a not for profit organisation with a board made up of representatives of the seven Councils in the region, different sector groups and those from community arts networks.

The Mid North Coast region includes the Mid-Coast, Port Macquarie-Hastings, Kempsey, Nambucca, Bellingen, and Coffs Harbour City Councils. The artistic and cultural vision of the organisation is:

- To build the artistic and business capacity of our artists and creatives; and
- To showcase their work and the value these bring the region.

The Goals of the strategic plan are:

1. To generate increased opportunities for access, participation, training and education. (Participation)
2. To generate increased awareness of creative and cultural activity and opportunities. (Audience Development)
3. To develop and foster strategic partnerships, projects and networks that benefit communities and the region. (Partnerships)
4. To encourage and support regional arts, creative industries and cultural development planning by advocating for and providing leadership to ensure positive outcomes for local, community and regional initiatives. (Strategic Development)
5. To be a dynamic, effective, accountable and sustainable Regional Arts Board utilising relevant best practice technology and skills to promote and achieve excellence. (Governance)

NSW Arts and Cultural Policy Framework

The vision set out in the framework states that “NSW will be known for its bold and exciting arts and culture that engage our community and reflect our rich diversity.”

The ambitions set out in the policy are across the areas of Excellence, Access and Strength.

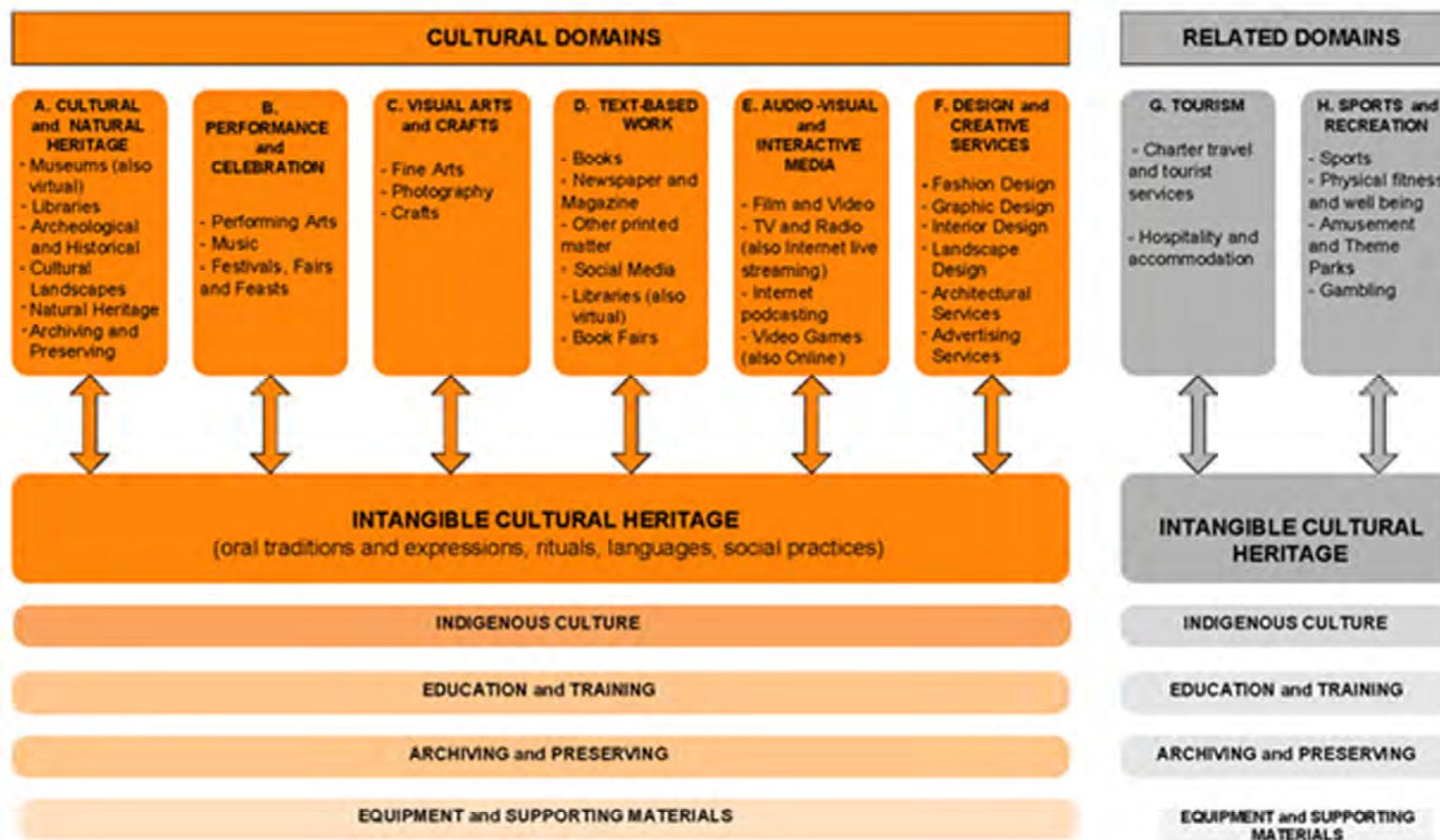
Excellence will be achieved through focusing on innovation, leadership, Aboriginal arts and culture, international connections and revitalising infrastructure. Access will be achieved through a focus on participation and on arts for young people. The ambition for Strength will be achieved through a focus on professional development, business sustainability, networks and partnerships and research and evaluation.

The NSW Government has established an Economic Development Strategy for Regional NSW, which positions arts and culture as an important element of rebuilding the State’s economy. The strategy’s goals include increasing the value of the visitor economy, attracting foreign investment, supporting business growth and improving connectivity. Regional Action Plans will include actions for arts and cultural development formed in consultation with communities as part of implementation of the Strategy.

Key actions will include:

- collaborating with local governments in Regional NSW, with a focus on opportunities for creative hubs and cultural precincts
- enhancing performing arts touring by developing a Regional Partnerships and Touring Framework for the State Cultural Institutions
- supporting self-determined practice and creating professional development pathways for artists and for arts and cultural workers
- supporting the development of digital platforms to extend the reach of the State Cultural Institutions' collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW; and
- promoting opportunities for cultural tourism through Destination Management Planning (DMP) - in consultation with the Regional Arts Network and Destination NSW.

Appendix B - UNESCO Framework for Cultural Statistic Domains



Appendix C - Measurable Cultural Outcomes

“Measurable cultural outcomes of engagement in cultural activities” is a work in progress publication produced by the Cultural Development Network (April 2016).

The paper explores the means of measuring cultural outcomes and linking the value and impact of culture to other Council priorities. The identification of impacts of cultural activity for other ‘policy domains’ has influenced the proposed outcomes of the strategies in this Cultural Strategic Plan, and may be further taken into account in refining the performance indicators which are adopted for measuring the Plan’s implementation.

Measuring the value of publicly funded cultural development activities, including the arts, is considered particularly challenging. Historically, arts and cultural organisations focused on outputs (number of arts products created, tickets sold or event participants) as metrics of success. The focus on outputs assumes that attendance is beneficial, and does not consider the possibility of neutral or negative outcomes, or benefit proportionate to investment. Other methods measure audiences’ perceptions of cultural activity experienced. These measurement tools contribute to assessment of the quality of the cultural product, but do not measure outcomes - what difference is made - to those who receive it.

When outcomes have been considered, they have often been categorised as either intrinsic or instrumental, where intrinsic is seen to be directly related to the cultural experience itself, and instrumental occurs outside, or in addition to, the cultural experience. Evaluation studies have often focussed on social and economic outcomes, those seen as instrumental, partly because outcome measures are better established in those policy domains, and also because they are prioritised by governments. Assessment of intrinsic (i.e. cultural) value has been perceived as problematic, because cultural value is considered to be intangible and therefore difficult to measure. Thus, cultural outcomes of cultural activities have largely remained unmeasured. The lack of a consistent and systematic set of cultural measures means that we are unable to improve practice or articulate the impact of the work in an evidence-based way.

Domains of public policy and outcomes within each

This schema addresses those challenges by identifying five key domains in which all public policy can be sited (cultural, social, civic, economic and environmental) (CIV, 2015) and the desired endpoint in each domain. Each domain of activity has outcomes in its own domain but also potentially in other domains. For example, economic activity, such as the establishment of a new business, has an economic outcome in enabling more people to have income through employment. It might also have a social impact in improving people’s access to services, and a cultural impact in enabling people in that community to be aesthetically enriched or to express themselves. Likewise, cultural activity has outcomes in the cultural domain, but potentially also in other domains, such as economic and social. Measurable outcomes of cultural activity can be identified for each domain.

Outcomes in the cultural policy domain

CDN defines the cultural domain as the aspect of life (and policy) in which human beings’ values are expressed, with the desired endpoint being a culturally rich and vibrant community. The arts are considered as activities that enable expression of cultural meaning. Therefore, arts products or participation are not endpoints, but only the processes that contribute to the development of culture. The five measurable outcomes of cultural activity listed below cover all possibilities within the cultural domain, and all types of activity, from production, to presentation and collection. The next page offers suggested measures of cultural activity in the other domains that are yet to be fully articulated.

Cultural outcomes (towards culturally rich and vibrant communities)

Stimulation: Creative expression stimulated

This outcome is about how a cultural experience stimulates the creativity, imagination or curiosity of the participant, possibly leading them to want to engage more with similar types of arts experiences, and/or create work themselves.

Enrichment: Aesthetic enrichment experienced

This outcome is about how aesthetic enrichment can result from cultural engagement. This involves experiences outside the mundane, such as enjoyment, entertainment and sense of escape; beauty, awe, joy and wonder; a sense of being moved or transcending the everyday. Aesthetic enrichment is experienced through the senses, elicited by aesthetic qualities of the arts experience.

Insight: New knowledge, ideas and insights gained

This outcome covers the generation and sharing of new knowledge, ideas and insights provided or catalysed by the engagement. It also includes intellectual stimulation, critical reflection and other learning and educational experiences.

Appreciation: Cultural diversity appreciated

This outcome is about the appreciation of different forms of creative expression that can result from engagement. It is related to cultural diversity, the different ways that humans express themselves depending on their cultural backgrounds, life experience and interests, and the contribution of this to quality of life.

Belonging: Connection to shared heritage experienced

This outcome is about how cultural engagement can offer illumination of the present by providing a sense of continuity with the past, and a pathway to the future.

Outcomes of cultural activities in other policy domains

Social outcomes (towards healthy, safe and inclusive communities)

Equality of opportunity for all people in the community experienced

Recognition from valued others experienced

Satisfying relationships, including family connection and friendships developed

Bonding social capital increased

Bridging social capital increased

Linking social capital increased

Freedom from discrimination and violence experienced

Civic outcomes (towards democratic and engaged communities)

Sense of community belonging enhanced

Active citizenship, leadership stimulated

Membership of local organisations and decision-making bodies encouraged

Opportunity to participate in community decision-making processes enabled

Sense of engagement in political processes enhanced

Sense of a positive future for community inspired

Collaboration between groups in the community increased

Economic outcomes (towards dynamic and resilient local economies)

Prospect of meaningful employment improved

Individual economic benefit

Direct employment provided

Indirect employment stimulated

Visitor direct expenditure generated

Visitor indirect expenditure generated

Local business patronised

Reduction in unproductive costs (vandalism, justice programs, etc)

Environmental outcomes (towards sustainable built and natural environments)

Positive sense of place engendered

Positive connection to the natural world inspired

Awareness of environmental issues raised

Neighbourhood character enhanced

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