FOREWORD

Delivery of this Culture Strategy and a world class Cultural Precinct is a purposeful and ambitious endeavour. While strategic and serious, to be successful it must be fun, true to our roots and quintessentially Gold Coast.

Fulfilling the objectives of this Strategy will forge a city that is truly ‘Inspired by Lifestyle. Driven by Opportunity.' It will create vibrant spaces for locals to reflect and reshape our identity, and ensure that as we grow, we grow together.

Creative cities are smart and productive. They encourage forward thinking, curiosity and critical debate. They attract and retain a highly skilled and flexible workforce that is innovative, entrepreneurial and gets the job done in a city that is ‘open for business’ with a ‘have a go’ spirit.

COVER IMAGE:
John Cox, Blue Perspective, Swell Sculpture Festival 2013, Photo Daniel Michaud

IMAGES CLOCKWISE FROM TOP LEFT:
Surfers Foreshore refurbishment. Photo Adrian Judd
Jae Copp, Installation as part of 'The Longest Wave'. Photo John Gass
Surfers Paradise Festival 2012
Blue Perspective (detail)
Broadbeach sunrise. Photo Tony Jones
The centre piece of our Culture Strategy will be the Cultural Precinct, a development which will fulfill a moral obligation by giving our city’s spirit a place to live and thrive. Like all worthwhile cultural and artistic endeavours, our Strategy is a product of vision, revision and fearless critique. Read on to learn about:

- our rich cultural history that is distinctly Gold Coast
- why we need a Culture Strategy to help guide us over the next 10 years
- how we intend on delivering this strategy for our city
- what we will achieve – a creative and vibrant city full of opportunity.

I hope you share my excitement for the future. Implementing this Strategy will deliver us a city where creativity creates opportunity and a city that stirs ‘Our Culture. Our Soul. Our Pride.’

Mayor Tom Tate
To achieve the measures of success outlined in the strategy, key actions have been identified for each of the big ideas, with regular reviews scheduled over the life of the plan to ensure actions are being addressed, timeframes are being met, and it remains current in a fast-changing society.

The strategy aims to recognise and nurture the energy and creative vision of our local artists and creative industries, encourage new ideas and creative collaborations and most importantly engage our community in world class cultural experiences.

The next ten years will deliver unprecedented opportunities for our community. The Gold Coast 2018 Commonwealth Games™ (GC2018) will bring the Gold Coast to the world stage and the Cultural Precinct development at Evandale will provide a cultural and civic heart for our city. These projects, together with the other aspirations outlined in this strategy will build on the incredible vision, spirit and creativity that already exists on the Gold Coast.
Our cultural landscape

Over the past 60 years the Gold Coast has undergone rapid change. Small coastal and hinterland villages have grown and merged to become Australia's largest non-capital city and host to over 10.5 million visitors every year.

Some aspects of our city’s evolution are immediately obvious. Photos from the 1950s show our urban landscape changing as the city embraced high-rise development and canal estates. Our journey from a string of coastal villages to a premier resort and lifestyle destination is reflected in our city’s key economic drivers of tourism, building construction and population growth.

Perhaps less obvious is the changing cultural landscape of our city. As the Gold Coast has developed and grown, so too have the expectations of our residents, visitors and investors. Increasingly, we are recognising the important contribution arts and culture make to our city’s liveability, reputation and economy.

We are a city with an exciting emerging cultural scene. It is entrepreneurial, organic, and taps into the youthful energy and spirit of our city. We are a city with stories to tell - from the agricultural past of Mudgeeraba to the fibro shacks of the southern Gold Coast. We are home to international film studios and world class universities. We boast a vibrant live music scene and a community of talented artists who call the Gold Coast home. Every weekend our city is buzzing with design markets, community events and festivals.

We are culturally diverse with over 28 per cent of our population born overseas and there is a deep and rich Indigenous heritage and culture on the Gold Coast. This cultural ‘buzz’ happens against a backdrop of stunning natural beauty and sublime subtropical weather. We are a city with huge creative potential.

One of our biggest challenges is to shift our reputation as a place with little to offer culturally aside from ‘sun, surf and sand’ (with a dose of glitz and glamour). Through the Culture Strategy we will push boundaries and challenge perceptions, uncover and promote our unique culture and explore new creative territory. We will explore new ways to support our artists and cultural practitioners to create excellent, contemporary art that could only be made on the Gold Coast. We will actively engage our residents and visitors by providing opportunities to explore, participate, make and experience arts and culture that surprises, delights, challenges and entertains. Our aim is to make arts and culture part of our everyday lives.

Cultural development for the Gold Coast has some other unique factors – our close proximity to Brisbane, the lack of publicly funded arts organisations, a changing population and the linear nature of our city to name a few. However a defining aspect of our culture is entrepreneurship and innovation so there is real potential to embrace bold ideas and non-traditional models to meet these challenges.

Over the next 10 years, our cultural landscape will continue to change and evolve and we will be responsive and open in our approach. In the initial implementation of this strategy, we particularly welcome approaches and initiatives that focus on:

- our stunning natural environment
- our outdoor lifestyle
- excellent and leading edge artistic practice
- innovation and entrepreneurship
- sustainability of the cultural sector
- making the most of the Gold Coast 2018 Commonwealth Games™
- creative collaborations and partnerships
- engaging our community in high quality cultural experiences.
THE STORY OF THE GOLD COAST HAS BEEN ONE IN WHICH CHANGE HAS BEEN INTRINSIC TO CONTINUITY, WHERE SUDDEN BOUTS OF DEVELOPMENT HAVE BECOME SO FAMILIAR THAT THEY ARE ESSENTIAL TO THE CITY’S CULTURE AND IMAGE.

Robert Longhurst, Gold Coast Urban Heritage and Character Study 1997
Strategic alignment - the big picture

OUR CITY VISION IS ‘INSPIRED BY LIFESTYLE. DRIVEN BY OPPORTUNITY.’

This vision drives our corporate plan and its portfolio of corporate strategies. Our approach to long-term planning is based on the integration of our vision, corporate plan, long-term asset management and financial plans and our corporate strategies.

Corporate strategies are fundamental in delivering transformational change and respond to current and emerging challenges and opportunities. They draw upon every area of our operations and are developed and supported by stakeholders, community members and other levels of government. Together the portfolio of corporate strategies and plans, will contribute to the transformation of the City of Gold Coast, while enhancing our city’s liveability now and into the future.

The Culture Strategy 2023 will complement and be implemented alongside the other corporate strategies, asset and financial plans, through a consistent program of collective planning, decision making and performance measurement.

Purpose – why a culture strategy?

The Culture Strategy 2023 will guide the City’s cultural investment and activity over the next 10 years. It provides a coordinated and confident vision for the future that will inform our planning, programming and funding priorities.

This strategy outlines a future where culture is central to our community wellbeing, our city’s reputation and liveability and our economic growth. It sets the stage for 2018, when we welcome the world to GC2018 and invite them to discover a world-class city rich with cultural offerings.

Central to the strategy’s success is the creative energy and vision of our local artists and cultural enterprises and the vital role they play in shaping the Gold Coast story.

What is the role of the City?

To successfully deliver this strategy, the City will be a leader and champion of arts and culture. We see ourselves as:

**Host:** Providing places and opportunities for artistic, cultural and creative activity and enterprise to happen and prosper.

**Custodian:** Conserving, enhancing and developing our cultural and heritage assets and infrastructure.

**Connector:** Creating networks, creative clusters and brokering partnerships.

**Partner:** Sharing and working with others to promote community participation in arts and culture and achieve great outcomes.

**Capacity builder:** Building a strong and creative community through arts education, research, policy and sector development.
We believe that all of our residents and visitors should be able to enjoy the culture on offer in our city. We are committed to access, equality and the fundamental right of participation for everyone.

Great places embody seven elements. They are places of anchorage, they feel like home, there is a sense of stability, tradition and distinctiveness. They are places of possibility, ‘can do’, stimulation and buzz. They are places of communication and networking, where it is easy to connect, interact and move around, the outside world is accessible, and you feel you are part of a bigger, extensive web. They are places to self-improve, learn and reflect. They are places of inspiration. Culture is alive and, finally, a great city is well put together through design.

Charles Landry, Making Great Cities http://charleslandry.com/
What do we mean by culture?

Culture means different things to different people and the word itself has many contexts. We use it to describe a sub-group or experience (surf culture); a shared set of values and way of doing things (team culture); and to evoke ancient civilisations (Indigenous culture). Sometimes ‘culture’ signifies a community’s beliefs, heritage and distinct characteristics and other times it’s used to mean ballet, theatre, sculpture – ‘the arts’.

The United Nations Education Scientific Cultural Organization’s (UNESCO) definition of culture provides a useful touchstone:

“...the set of distinctive spiritual, material, intellectual and emotional features of a society or a social group, that encompasses not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs.”
UNESCO, 2001

This strategy doesn’t seek to limit the term ‘culture’, instead it encourages our artists, residents and visitors to explore what ‘culture’ means to them.

What do we consider ‘cultural activity’?

Cultural activity includes but is not limited to, visual and performing arts, music, museums and galleries, history and heritage including the natural environment, Indigenous culture, craft, libraries, literature, publishing, digital and new media, design, architecture, food, film, fashion, television and radio.


Building on current activity

While this strategy sets a future course for culture in our city, it builds on the substantial programming and investment that the City already undertakes and the incredible creativity of our local artists and cultural industries.

Every year, we deliver a myriad of arts and cultural opportunities to our residents, visitors, artists and cultural industries. We support festivals and events, assist with business and skills development for creative enterprises, and manage heritage and cultural collections. We invest in our arts and cultural workers through funding programs and in-kind support. Our local community centres are creative hubs providing programs and outreach at a local level. Our library network is the second largest in Australia with more than 8,000 community members visiting a branch library every day.

Our independent entities, Broadbeach Alliance, Surfers Paradise Alliance and Connecting Southern Gold Coast are also key producers of arts and cultural experiences – harnessing the power and attraction of the arts to grow the local economy.

The Arts Centre Gold Coast is one of the City’s most significant investments in culture and plays a central role in developing our local arts industry and building local audiences.

Over the next 10 years, these programs and services will continue to evolve and respond to the changing needs of our community.
Current trends and issues

Just as our culture is unique to the Gold Coast, so too are the issues and opportunities that face our city. The following captures a summary of current trends and issues.

<table>
<thead>
<tr>
<th>CURRENT TREND OR STRATEGIC ISSUE</th>
<th>IMPLICATIONS AND OPPORTUNITIES FOR THE CITY</th>
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<tbody>
<tr>
<td>Updating and developing our cultural profile</td>
<td>The Gold Coast has a vibrant and emerging cultural scene and untapped potential. There needs to be greater emphasis on promoting the depth and breadth of culture and nurturing signature events, festivals and creative enterprises.</td>
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<tr>
<td>Elevating our Indigenous heritage and culture</td>
<td>Understanding, valuing and supporting our Indigenous heritage and culture is a priority. The City must forge strong and respectful partnerships and ensure that this area of cultural development is owned and led by the Indigenous community.</td>
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<td>Lack of local cultural hubs and inspiring creative spaces</td>
<td>The Gold Coast is made up of a constellation of villages dotted across the region each with its own distinctive characteristics and requirements. More cultural hubs and creative spaces in local neighbourhoods will provide greater opportunities for our community to experience arts and culture. The Cultural Precinct at Evandale will provide us with a cultural and civic heart.</td>
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<td>Growing and changing population</td>
<td>Understanding our community’s aspirations is important to ensure a diverse and accessible range of cultural experiences are on offer. In particular, young people and their families have been identified as a priority.</td>
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<td>Attracting and retaining artists and creative industries</td>
<td>Our artists and cultural enterprises are central to our city’s creative future. A number of barriers exist to attracting and retaining a skilled cultural workforce on the Gold Coast including limited and inconsistent work opportunities; a lack of professional arts companies; fragmentation of the cultural sector; a lack of professional standards and excellence; and a need for more innovative and sustainable business models.</td>
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Developing this strategy

We have worked closely with the community to develop the Culture Strategy 2023. It was guided by extensive consultation that has taken place since 2007 including 11,000 submissions on our city’s future and feedback from 13 focus groups during the Cultural Precinct scoping in 2012.

We have also tapped into the substantial experience and vision of our arts and cultural practitioners undertaking over 30 in-depth interviews and seeking feedback as the strategy developed from an external group of cultural experts.

In July 2013 we released a draft of the Culture Strategy which received over 650 responses. Feedback from the consultation was incorporated into the final strategy to reflect the priorities and aspirations of our community.

*In considering industry development and employment creation, it would be easy to overlook one of the Gold Coast’s principal assets – its physical characteristics…combined with the subtropical climate, the Gold Coast’s natural environment was articulated repeatedly…as a force which attracted creative and entrepreneurial individuals to want to work in the area, and discouraged them from leaving.*

Cultural Economy Framework, Positive Solutions, May 2012
Our objectives are to:

- recognise the central role of arts and culture to the wellbeing of our community
- harness the potential of our cultural economy to drive our future growth and prosperity
- promote the Gold Coast as a place with a distinct and enviable cultural identity and lifestyle
- position the city as Australasia’s emerging hub for cultural industries
- maximise the benefits and legacy of GC2018
- preserve the unique cultural heritage of our city
- foster the vision of our artists and creative industries and champion them to succeed

Our catalysts for change

C1 Gold Coast 2018 Commonwealth Games™ a once in a generation opportunity for arts and cultural development

C2 Cultural Precinct Evandale
the beating heart of our city’s arts and culture

C3 A new City approach to cultural development
transforming the way we work to achieve our vision

CITY OF GOLD COAST:
BUILT ON CREATIVITY
TRANSFORMED BY IMAGINATION
Our strategic outcomes

A paradise for surfers

OUR CULTURE IS DISTINCTLY GOLD COAST

Our culture expresses our lifestyle, diversity and spectacular natural environment. It’s about us.

Our poodles are pink

A COMMUNITY THAT VALUES ITS CULTURAL HERITAGE

Our stories and heritage are important to us. We celebrate and conserve it for future generations.

The natural arch

A PLACE WHERE CULTURE IS EVERYDAY

We are a creative community immersed in culture that is local, diverse and accessible. Culture is part of our everyday lives.

A world of dreams

A CITY WHERE CREATIVITY CREATES OPPORTUNITY

Culture generates economic growth and contributes to our city’s liveability. We have a thriving local cultural sector.
Catalysts for change: big opportunities and big ideas delivering our creative future.

Over the next 10 years, there are two projects that stand out as once in a generation moments for our city. The Gold Coast 2018 Commonwealth Games™ and the new Cultural Precinct at Evandale present unprecedented opportunities for cultural development and transformation. Each of the four outcome areas identified in this strategy will embrace and harness the potential of these major projects to create a lasting legacy for arts and culture in our city.

To deliver our vision, we need a coordinated and cohesive approach. We will establish a new Arts and Culture Unit to take carriage of the transformational actions and outcomes identified in this strategy.
What are our key actions?

C1: Develop and deliver programs, initiatives and commissions that support accelerated and sustainable cultural development outcomes

C1.1 2014-2018
C1.2 2014-2018
C1.3 2014-2018
C1.4 2014-2019

C2: Deliver the Green Bridge and Cultural Corridor connecting Evandale and Surfers Paradise

C2.1 2014-2017
C2.2 2014-2021
C2.3 2015-2021
C2.4 2015-2016
C2.5 2014-2017
C2.6 2018-2021

C3: A new City approach to cultural development

C3.1 2014 and ongoing. Review in 2018
C3.2 2014-2018
C3.3 2014 and ongoing
C3.4 2014-2023
WHAT MAKES US DISTINCT? OVER THE NEXT 10 YEARS WE WILL CHALLENGE PERCEPTIONS AND UNCOVER A DEPTH AND RICHNESS OF CREATIVITY ON THE GOLD COAST. WE WILL HIGHLIGHT OUR STUNNING NATURAL ENVIRONMENT, SUBLIME CLIMATE AND ENVIABLE LIFESTYLE. WE WILL BE SURPRISED, CHALLENGED AND DELIGHTED BY WHAT WE DISCOVER IS DISTINCT ABOUT OUR CITY. WE WILL PROMOTE THE WORK OF OUR HOMEGROWN ARTISTS AND CREATIVE ENTERPRISES AND ENCOURAGE THEM TO EXPLORE NEW GOLD COAST NARRATIVES.

What will our community see by 2023?

Signature events and festivals that highlight our outdoor lifestyle and natural environment.
A richness of cultural experiences that celebrate and express our diversity.
Our local artists and cultural industries are highly visible and well-supported.
An eclectic and dynamic mix of cultural programming from headliner to underground.
A growing reputation for our cultural tourism and unique visitor experiences.
A constellation of local villages celebrated for their distinct cultural characteristics.

Measures of our success

Percentage of events that are distinctly Gold Coast.
Brand awareness: percentage of survey respondents who identify unique cultural experiences.
Percentage growth of people employed in the creative industries.
What are our key actions?

1.1 Digital Hub

**A VIRTUAL WORLD THAT ARTICULATES OUR CREATIVE, LIVEABLE CITY**

Imagine a digital place that is city-defining - a digital aggregator, promoter and resource. We will develop a digital hub for the city – an interactive and cutting edge platform that will include online access to our cultural and heritage collections, heritage trails, oral histories, information on creative spaces, what’s on guide and opportunities to create, watch and explore Gold Coast arts and culture.

1.2 Develop a Public Art Plan

**A VISION FOR PUBLIC ART ON THE GOLD COAST**

Public art can transform a city. When we place high quality public art in our urban spaces it enriches the daily lives of our residents and invites visitors to look at our city in new and unexpected ways. We will develop a Public Art Plan that will provide a curatorial vision for public art across the city, set priorities and provide a framework for commissions and public art projects.

1.3 Implement the gcArt Strategy

**ART ON THE MOVE**

Over the next 10 years we will seek out opportunities to build culture into our major infrastructure projects and bring art to the city in unlikely and exciting ways. The first will be the implementation of the gcArt Strategy activating the light rail system through public art and programs.

1.4 Establish a festivals and events umbrella

**SUPPORTING OUR CITY’S FESTIVALS AND EVENTS**

We are a city enriched by our festivals and events. We will create an ‘umbrella’ network supporting our signature festivals and events to become more successful and sustainable. The umbrella will encourage a coordinated approach to programming, explore joint marketing initiatives, audience development projects, shared infrastructure and collaborative projects.

1.5 Cultural tourism

**PROMOTING THE DISTINCT CULTURE OF THE GOLD COAST**

There is a richness and diversity of cultural and heritage experiences, natural landscapes, markets, exhibitions and home-grown creative product for visitors (and locals) to discover on the Gold Coast. In partnership with Gold Coast Tourism and other key stakeholders, we will develop a cultural tourism plan that promotes our culture and builds the city’s reputation as a creative, vibrant city.
A PLACE WHERE CULTURE IS EVERYDAY

What will our community see by 2023?
More residents actively participating in arts and culture.
Cultural places and creative spaces woven into the fabric of Gold Coast life – local, accessible, integrated and humming with opportunity.
Our culturally diverse population expressing their culture and connecting with the broader community.
Our libraries inspiring a love of reading, learning, creative arts, a sense of place and local identity.
Programming that engages our young people and their families.
Great design being valued and celebrated by our community.
Urban renewal and social change activated by arts and culture.

Measures of our success
Increase in the number of people participating in arts and culture on the Gold Coast.
Increase in the percentage of planning applications for cultural activity that are approved.
What are our key actions?

2.1 Arts and cultural hubs in our local neighbourhoods

**A CONSTELLATION OF VILLAGES**

Ours is a linear city made up of a constellation of local villages. Over the next 10 years we will look at a ‘grassroots’ activation of community hubs, libraries and cultural centres so everyone can access arts and culture locally. We will work closely with our Indigenous and multicultural community in the development of programming. We will also identify opportunities for commercial, unused spaces and heritage places to become vibrant creative spaces.

2.2 Establish Design 2020

**THE TRANSFORMATIVE POWER OF DESIGN**

Good design is vital to a creative city and should be at the forefront of city shaping and planning. We will establish Design 2020 to bring about the transformative power of design to help solve complex challenges, improve our lifestyle and the liveability of the city. Design 2020 will provide information and expertise, produce guidelines and publications on good design, conduct research, provide advocacy and education programs including an open house series showcasing the design and architecture of the Gold Coast.

2.3 Arts and culture for our young people and their families

**FROM LITTLE THINGS BIG THINGS GROW**

Families and children are one of the most important audiences and cultural participants of all. Over the next 10 years we will ensure the Gold Coast is recognised as a family friendly city and develop new ways of engaging our young people and their families in arts and culture. Some initial ideas include:

- a designated arts space just for young people
- embedding professional artists into community venues to develop projects of excellence with our city’s children and young people
- the City of Gold Coast library card becoming a ‘passport to culture’ offering discounts to cultural activities and product
- building strong relationships with national and international education, youth arts and advocacy organisations.

These ideas and more will be further developed in consultation with the community.

2.4 Facilitate development and planning applications for arts and cultural spaces and initiatives

**BEING RESPONSIVE AND CUTTING RED TAPE**

We will address licensing and zoning issues that can sometimes act as a barrier to establishing and operating venues for live arts and culture. We will designate an arts and cultural specialist in City Planning to support applications, provide information and expert advice to any creative enterprises needing to navigate the planning regulations.

2.5 Agenda 21 for Culture

**A GLOBAL UNDERTAKING BY CITIES AND LOCAL GOVERNMENT FOR CULTURAL DEVELOPMENT**

We will become a signatory to UNESCO’s Agenda 21 for Culture – a global undertaking by cities and local government for cultural development.

“The formal adoption of Agenda 21 for culture by a local government is of major importance: it expresses the undertaking with the citizens so as to ensure that culture takes a key role in urban policies, and it shows a sign of solidarity and cooperation with the cities and local governments of the world.”

Agenda 21 for Culture.
A COMMUNITY THAT VALUES ITS CULTURAL HERITAGE

What will our community see by 2023?

Citywide identification of our heritage and character places.
Our built heritage and character-rich places are conserved and where appropriate adapted to contemporary needs.
Residents accessing our cultural and heritage collections and places to understand our history and local stories.
Greater recognition and promotion of our Indigenous heritage and culture.
Protection and celebration of our natural environment.
An active and sustainable network of heritage organisations and museums.
Recognition as a regional leader for our contemporary approaches to heritage management and access and an international reputation in post-1945 heritage.
Civic spaces that exhibit our collections and explore our cultural heritage.

Measures of our success

Number of our heritage places that are protected.
Number of development applications approved for adaptation of heritage places.
Increase in number of people accessing our heritage places and collections.
Numbers of awards and status received for our heritage management.
What are our key actions?

3.1 Development and promotion of Indigenous culture and heritage

VALUING AND ELEVATING OUR INDIGENOUS CULTURE

We will develop a long-term plan for Indigenous heritage and culture on the Gold Coast that includes a commitment to the development and promotion of our local Indigenous artists. We will support programs and initiatives that elevate our rich Indigenous heritage and culture. In 2014, we will host an Indigenous Forum to inform our future planning and programming. This program of activity will be supported by the newly established Indigenous Cultural Officer position in the Arts and Culture Unit.

3.2 A coordinated and cohesive approach to the city collection

CUSTODIANS OF OUR CITY’S ART AND HERITAGE

The City’s heritage and cultural collections are an important community asset and represent the history, stories and identity of our city. We will take a new approach to the storage, acquisition and management of our collections. The journey will begin with the development of a new city collections policy.

3.3 Develop a Heritage Management Plan

AN INNOVATIVE VISION FOR MANAGING HERITAGE

We will continue to assess and map the visual character and cultural significance of our landscape and built environment, leading to further policy and guidance for the future management and protection of these unique places. We will establish a city historian position to research and develop historical resources for the city; preserving our heritage for future generations.

3.4 Heritage Assistance

SUPPORTING OUR COMMUNITY TO CONSERVE OUR PAST

We will establish new systems of support to assist heritage property owners to collaborate and conserve our unique built heritage and character-rich places and where appropriate, adapt these to new exciting contemporary uses.
What will our community see by 2023?

- An increase in import, export and audiences for our cultural product.
- Attraction and retention of artists and cultural industries to the Gold Coast.
- Dynamic collaborative working environments and incubators that support innovation and entrepreneurial approaches.
- Our artists and community exploring digital platforms and state of the art technology.
- Nationally significant arts companies located on the Gold Coast.

Measures of our success

- Percentage growth of people employed in creative industries.
- Percentage growth in cultural GDP.
What are our key actions?

4.1 Arts and cultural investment

**INVESTING IN OUR CREATIVE FUTURE**

We will increase our cultural investment supporting our community to create and experience arts and culture.

We will focus on creating funding pathways ensuring support is available in both community and professional contexts and there are clear entry points into our funding programs.

We will develop new funding guidelines and selection criteria for all of our arts and cultural grants to align them to the Culture Strategy’s priorities. For our professional and emerging artists and industries there will be a focus on excellent contemporary practice, creative collaborations and sustainable outcomes.

We will also introduce cohesive and long-term funding partnerships with our signature events and major initiatives, providing a more certain funding base for these key organisations and ensuring longer-term impact from our investment.

4.2 Optimise developers’ contributions

**WORKING WITH PRIVATE ENTERPRISE TO SUPPORT CULTURAL DEVELOPMENT**

City building is a priority for the Gold Coast. We will establish a process that outlines our arts and cultural priorities for Development Yield Offsets (floor space and/or density as may be applicable) in regards to Policy 18.

4.3 Collaborative spaces and incubators

**HOTHOUSES OF IDEAS, INNOVATION AND CONTEMPORARY ART**

Collaborative workspaces and incubators encourage entrepreneurship, partnerships and convergence. They are also exciting places for our artists to create work and share ideas. We will establish a ‘hothouse’ program for emerging companies and practitioners that will include working spaces with business support, infrastructure and mentoring available.

The operating model will be developed in consultation with key stakeholders and delivered in partnership with the private and education sectors. It is anticipated that this program will be cross-disciplinary with a lean towards digital platforms and emerging/niche artforms.

4.4 Leading edge digital city

**TECHNOLOGY TRANSFORMING ARTS AND CULTURE**

Today’s world is a place of rapid change. We must be nimble and visionary if we want to harness the exciting opportunities technology presents. The lines of traditional artforms are also blurring with our artists exploring new and converging platforms for creative content. Over the next 10 years, we will enable open access to our data sets and ensure our new cultural infrastructure is at the leading edge of technology. We will support our artists and creative industries to drive and explore new and emerging digital platforms.

4.5 Professional development opportunities and pathways

**GOLD CLASS**

Supporting our artists and cultural enterprises to develop the skills, networks and profile to thrive is critical if we are to be a truly vibrant and creative city. In partnership with private enterprise, our universities and the cultural sector (local, national and international), we will deliver a deep and diverse development program that nourishes the creativity of our local artists and cultural industries and provides the building blocks for success. The program will respond to specific priorities identified by our cultural sector but may include masterclasses, internships and mentoring programs, networks and opportunities for critical discussion and discourse.

4.6 Cultural Economy Plan

**GROWING AND DIVERSIFYING OUR CITY’S ECONOMY THROUGH CREATIVE ENTERPRISE**

We will develop and deliver a cultural economy plan placing creative enterprises and cultural industries at the centre of our economic growth and development. We will accelerate the growth of our cultural economy by prioritising niche cultural enterprises and innovation in the areas of design, screen culture and visual arts, fashion, film and digital media and ICT. The cultural economy plan will help to position the Gold Coast as Australasia’s emerging hub for cultural industries. It will support international partnerships, exchange and promotion of our cultural product.

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**MAKE NO MISTAKE, THE GOLD COAST IS A CREATION OF THE LATE 20th CENTURY. IT WAS NOT FORGED BY THE INTELLECTUAL FERVOUR OF AN INTERNATIONAL DESIGN COMPETITION, AS WAS CANBERRA. IT WAS NOT KICKED OFF WITH AN HISTORIC ENVISIONING STATEMENT “THIS WILL BE THE PLACE FOR A VILLAGE” AS WAS MELBOURNE. IT HAS NO ‘BIRTH DATE’ AS DOES SYDNEY. NO. THE CITY OF THE GOLD COAST EMERGED IN THE LATTER DECADES OF THE 20th CENTURY BECAUSE THE AUSTRALIAN PEOPLE WILLED IT INTO EXISTENCE.**

Bernard Salt, The Big Picture Life, work and relationships in the 21st century. 2006
# A New City Approach to Cultural Development

## 1. Our Culture is Distinctly Gold Coast

1.1 Develop a Digital Hub for the city.  
   **2014-2023**

1.2 Develop a Public Art Plan.  
   **2014-2016**

1.3 Implement the gcArt Strategy.  
   **2014-2016**

1.4 Establish a festival and events umbrella.  
   **2015 and ongoing**

1.5 Implement the Cultural Tourism Plan.  
   **2014-2023**

## 2. A Place Where Culture is Everyday

2.1 Support arts and cultural hubs in local neighbourhoods.  
   **2014-2023**

2.2 Establish Design 2020.  
   **2014 and ongoing**

2.3 Provide arts and cultural opportunities for young people and their families.  
   **2014-2023**

2.4 Facilitate development and planning applications for arts and cultural spaces and initiatives.  
   **2014-2023**

2.5 Adopt UNESCO’s Agenda 21 for Culture.  
   **2015-2016**
### 3. A COMMUNITY THAT VALUES ITS CULTURAL HERITAGE

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<tr>
<td>3.1</td>
<td>Support the development and promotion of Indigenous culture and heritage.</td>
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<td>3.2</td>
<td>Develop a coordinated and cohesive approach to the City’s cultural and heritage collection.</td>
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<td>3.3</td>
<td>Develop a Heritage Management Plan.</td>
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<td>3.4</td>
<td>Provide a comprehensive Heritage Assistance Program.</td>
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### 4. A CITY WHERE CREATIVITY CREATES OPPORTUNITY

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<td>4.1</td>
<td>Adopt a co-ordinated and collaborative approach to arts and cultural investment.</td>
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<td>4.2</td>
<td>Establish a process for optimising the Developers Contribution for city building through arts and culture.</td>
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<td>4.3</td>
<td>Support cultural incubators and collaborative working spaces.</td>
</tr>
<tr>
<td>4.4</td>
<td>Deliver professional development opportunities and pathways for the cultural sector.</td>
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<tr>
<td>4.5</td>
<td>Deliver the Cultural Economy Plan.</td>
</tr>
<tr>
<td>4.6</td>
<td>Create a leading edge digital city – technology transforming arts and culture.</td>
</tr>
</tbody>
</table>
Implementing the strategy

The City of Gold Coast’s Culture Strategy 2023 will be implemented in partnership with Queensland Government, Commonwealth Government, creative industry, artists and cultural workers, business, education and supporting partners across the city.

Review

There are three levels of review and reporting for the Culture Strategy.

- A progress report every six months, published in the Corporate Performance Report.
- An annual review to be included in the City’s Annual Report.
- Major reviews will be undertaken in 2019 and in 2023, with an interim review in 2016.

We will obtain our statistical data for the reviews from:

- Australian Bureau of Statistics labour force survey
- Internal coordinated reporting framework for arts and cultural investment across the city.

The Culture Strategy Communications Plan provides further detail about communicating progress and outcomes to the community and broader stakeholders.

To find out more visit cityofgoldcoast.com.au/culturestrategy or call us on 1300 694 222.

Costs of implementing the strategy

The projects outlined in the strategy represent an ambitious yet achievable plan for our cultural development over the next 10 years. The strategy contains a combination of:

- Signature projects with medium and long term actions that will require investment from other levels of government, private entities, philanthropic organisations, business and industry.
- Lower cost, short term activities that sustain and grow our city’s culture.

Funding options

The Culture Strategy 2023 is a vision to guide the transformation of the city’s culture and creative enterprise and to prioritise investment. The strategy will be used to assess and prioritise funding needs and work collaboratively with partners.