

# Creative Brisbane Creative Economy

## STRATEGY



*Dedicated to a better Brisbane*



# MESSAGE FROM THE LORD MAYOR

I'm excited to be leading a city that recognises how essential the creative sector is to our identity, prosperity and quality of life.

We connect with each other and to the world through our culture, lifestyle and the opportunities delivered by our creative economy. The *Creative Brisbane Creative Economy* strategy will strengthen Brisbane's liveability as a vibrant, creative city and ensure Brisbane is the premier location for talented people to live, work, play, raise families, and develop careers and economic potential.

## Our strategy is for a creative and prosperous Brisbane, where:

- Brisbane's creative sector thrives and is driven by talented leaders, creative entrepreneurs and a skilled workforce
- diversity is celebrated, and everyone has the opportunity to participate in cultural and creative activities
- we are globally recognised as a leading destination for distinctive and authentic cultural experiences that attract local, national and international audiences
- new visitors, students and migrants feel welcome and can experience all the city has to offer.

## To achieve these outcomes, we will:

- actively engage residents to build connected, creative communities and inspire proud Brisbane ambassadors
- foster strategic investment partnerships to expand our cultural and creative infrastructure to accommodate the talented people who live and work here
- promote our exceptional local products, experiences and authentic Brisbane stories to local, national and international audiences
- celebrate, acknowledge and increase the visibility of our Aboriginal and Torres Strait Islander people's unique culture and heritage
- realise opportunities to expand Brisbane's creative links with our Asia Pacific neighbours and communities.

Our thriving cultural precincts and events, live music scene, vibrant welcoming public spaces, well-designed engaging buildings, great alfresco dining and gathering places, creative enterprises, artists, makers and entrepreneurs will become the hallmarks of our liveable and sustainable city.

By bringing together people from the public and private sectors, leveraging our existing talent, nurturing entrepreneurial spirit and embracing new perspectives, we will see Brisbane's creative economy diversify and grow. Our culture, lifestyle, climate and attitude will attract extraordinary talent and investment, and enable local companies to cultivate and retain the world's best talent.



**Adrian Schrinner**  
Lord Mayor of Brisbane



# CREATIVE BRISBANE CREATIVE ECONOMY STRATEGY

## BRISBANE, A GLOBAL CITY FOR CREATIVITY

Brisbane is a leading destination for distinctive and authentic cultural experiences, where diversity is celebrated, and the creative workforce thrives.

### Aspirations

- Brisbane has a strong global identity, celebrates diverse voices and is a national leader for Aboriginal and Torres Strait Islander people's culture and creativity.
- Continued investment in our stories, our heritage and our natural assets with iconic events, programming and festivals across the city.
- Our creatives are connected and promoted to drive resilience, creativity and economic growth.
- A leading creative economy with diverse, strategic investment to support growth and drive success through authentic partnerships.
- World-class infrastructure and accessible spaces that inspire creative community participation and deliver extraordinary experiences for residents and visitors to the city.



**Iconic events  
and Brisbane  
stories**



**Aboriginal and  
Torres Strait  
Islander culture**



**Partnerships and  
collaborations**



**Promoting  
local products**



**Strategic  
investment and  
new markets**



**Innovative,  
flexible and fit  
for purpose  
spaces**









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# INTRODUCTION

The quality and quantity of a city's cultural and creative experiences have direct impact on building a better city, including its economic development.

A strong creative economy makes our city a great place to live through the attraction and retention of a skilled workforce, creative tourism, export and trade of local culture, more enterprise, greater expression and social connection, and city pride.

With a high concentration of people, infrastructure, business and investment, cities are the engine rooms of the new global economy. The power of a city's success lies in the ease of doing business – exchanging ideas, products and services – and the presence of opportunity.

Given access to the right conditions and opportunities, creative talent and enterprises will thrive, generating exciting and profitable new products and services that stimulate the economy and grow the city's profile.

Cities around the world have employed lifestyle-development strategies to capture global attention and create an economic environment in which these talented people can prosper. To date, others have found success in city branding, employing successful place-making and event strategies, and enriching creative settings.

Council's *Creative Brisbane Creative Economy* strategy will help a global audience discover everything Brisbane has to offer. Working together, Brisbane's residents, businesses, institutions and government can achieve the vision of our strategy – a leading destination for authentic and unique cultural experiences, where diversity is celebrated and the creative workforce thrives.

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# A LIVEABLE BRISBANE

Successful cities are distinctive. They link high productivity with high quality of life.

Brisbane is Australia's third largest city, a subtropical metropolis located in the heart of the nation's fastest growing region. In 2018, Queensland became the most popular state for interstate movers<sup>1</sup> and as the State's capital, Brisbane is the economic engine room and premier retail and entertainment destination. In 2018, Brisbane ranked 21 in the WSP Global Cities Index that looks at how cities are preparing for the future<sup>2</sup>.

In recent years, the city has undergone rapid development in its culture with an exciting local live music scene, diverse range of festivals, and world class art galleries and museums. Eighty per cent of surveyed participants think that Brisbane has a vibrant, rich culture and entertainment scene<sup>3</sup>. Arts participation is extremely high with 99% actively engaged with the arts<sup>4</sup>. The city provides an excellent quality of life combined with a relaxed and subtropical atmosphere and was again recognised by *The Economist* in 2018 as one of the 25 most liveable cities in the world<sup>5</sup>.

Council's policies and practices continue to embrace the Brisbane River, with inner-city developments well underway including transport-oriented precincts. There is great appetite for tasteful aesthetics in development and built form, which appeal to visitors and residents alike.

Our accessibility to South East Asia provides an ideal base from which to service the Asian market, supported by world-class infrastructure and transport networks. Seven of Brisbane's nine sister cities are located in Asia. External opportunities exist to capitalise on the potential for stronger connections between Brisbane and its neighbours in: trade, talent exchange, products, goods and knowledge.

1 Australian Bureau of Statistics (2018) Australian Demographic Statistics, December Quarter 2018.

2 WSP (2018) WSP Global Cities Index.

3 Brisbane City Council (2016) Community Attitudes Survey.

4 Australia Council for the Arts (2019) Electorate Profiles, Federal Electorate: Brisbane - QLD.

5 Economist Intelligence Unit (2018) Liveability Ranking and Overview. <https://www.eiu.com/topic/liveability>.

## BRISBANE RESIDENTS LOVE TO LIVE HERE. COUNCIL'S MOST RECENT COMMUNITY ATTITUDES SURVEY OF RESIDENTS FOUND:

**88%** think Brisbane has a wide range of recreational facilities

**87%** think Brisbane has safe communities

**86%** recommend Brisbane as a place to live

**85%** think Brisbane is a good place to raise a family

**84%** believe Brisbane is a good place to live and work

**79%** think Brisbane has a healthy and natural environment

**78%** think Brisbane is friendly and welcoming

Community Attitudes Survey, Brisbane City Council, 2016



# A CREATIVE BRISBANE

Brisbane's consumption of culture is extraordinary, with more than 1.5 million visits to performing arts productions, 1.5 million visits to cinemas, and more than 2 million visits to galleries and museums annually.

Between 2016 and 2017, Queensland experienced the highest growth in revenue and third highest growth in attendance amongst all states and territories<sup>6</sup>. On average, households in Brisbane spend approximately 4% of total expenditure on entertainment and cultural activities<sup>7</sup>.

Between 2008-09 and 2016-17 the cultural and creative activity in Australia grew to \$111.7 billion, an increase of \$25.8 billion or 30%. In 2016-17, cultural activity contributed \$63.5 billion (3.6%) to Gross Domestic Product (GDP) with creative activity contributing \$99.7 billion (5.7%) to GDP. There is considerable overlap of industries and occupations common to both these segments, with activity identifying as both cultural and creative contributing \$51.5 billion (3%) to GDP for 2016-17<sup>8</sup>.

Recent overviews of cultural and creative activity shows creative employment is growing at nearly twice the rate of the Australian workforce<sup>9</sup>. Sixty-two per cent of all Queensland creative industry workers are employed in Brisbane<sup>10</sup>. As cities are the driver of the creative economy, there remains a real opportunity to attract even more talent from South East Queensland as well as further afield.

Brisbane has an increasingly diversified and outward-looking economy, supported by strong growth in professional services. With a deepening and broadening pool of labour, companies choose Brisbane as a location because of the availability of highly-skilled employees, high levels of amenity and access to clients. In 2016, 7% of Brisbane's workforce were employed in cultural and creative occupations compared to 3.9% of the national workforce. The sector also continues to grow at a rate of about 5% per year with 3130 cultural and creative businesses registered in Brisbane as of 2017<sup>11</sup>.

<sup>6</sup> Live performance Industry in Australia: 2017 Ticket Attendance and Revenue Report Live Performance Australia (2018)

<sup>7</sup> ARC Centre of Excellence for Creative Industries and Innovation (2012), (C2I)2 = CCI-CCI Creative City Index 2012.

<sup>8</sup> Australian Government, Department of Communication and the Arts & Bureau of Communications and Arts Research (2018) Cultural and creative activity in Australia 2008-09 to 2016-17

<sup>9</sup> QUT Digital Media Research Centre (2018), Australia's Creative Economy: Factsheet 1.

<sup>10</sup> ARC Centre of Excellence for Creative Industries and Innovation, (C2I)2 = CCI-CCI Creative City Index 2012.

<sup>11</sup> Australia Council for the Arts (2019) Electorate Profiles Brisbane.

## BRISBANE FAST FACTS:

# 26 MILLION

annual visitors to Queen Street Mall,  
Brisbane's premier shopping precinct

Brisbane City Council, 2017.

# 2 MILLION

visitors to the Queensland Art Gallery/  
Gallery of Modern Art complex in 2017-18

QAGoMA, 2018.

# 180.3 MILLION

live contemporary music revenue in  
Queensland

Ernst & Young, 2017.

# 2.64 MILLION

tickets sold to live performances in Queensland  
in 2017 – 46% revenue increase from 2016

Live Performance Australia, 2018.



# A CREATIVE STRATEGY FOR BRISBANE

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Across the world, creativity offers strategic paths for cities to develop more inclusive and sustainable growth patterns. In post-industrial situations, the creative sector drives conversion to new economic ecosystems focused on knowledge and innovation

- Voices of the City: UNESCO Creative Cities moving towards the 2030 Agenda for Sustainable Development 2019







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# CREATIVE BRISBANE CREATIVE ECONOMY STRATEGY

In September 2011, Brisbane's then Lord Mayor Graham Quirk commissioned *Brisbane's Unique Window of Opportunity* report led by the Lord Mayor's Economic Development Steering Committee (LMEDSC). The report outlined recommendations to support business growth in our city.

The *Brisbane Economic Development Plan 2012-2031* presented a whole-of-Council framework to deliver on the recommendations of the Lord Mayor's Economic Development Steering Committee. One of these recommendations was to update the creative strategy to provide a shared vision that strengthens the city's liveability as a vibrant, creative hub. This shared vision informs planning, regulatory, management, operational and public realm decisions, to attract entrepreneurship, private investment, and ensure the commercial sustainability of Brisbane's cultural offering.

The *Brisbane Economic Development Plan 2012-2031* recognised that a city's lifestyle plays an ever-increasing role in creating a place where people want to live and work. To successfully attract and keep the most talented workers, Brisbane needs to nurture its high-quality lifestyle and further develop its cultural and recreational assets.

**The Brisbane Economic Development plan's key aspiration is that: in 2031, Brisbane is regarded as a top 10 lifestyle city and global hub for resource and related service industry businesses. Its high performing economy is known for its strong business and cultural links with Asia.**

The *Brisbane Economic Development Plan 2012-2031* sets out actions that would deliver on five key objectives.

- Global reputation: Brisbane, Australia's New World City.
- Productive Brisbane.
- Talent attraction and global connections.
- Lifestyle city.
- Leadership, engagement and implementation.

In addition to supporting the growth of Brisbane's creative industries and precincts, it is also important to develop unique Brisbane offerings that appeal to young talented graduates, Australians returning from overseas and newcomers. Opportunities exist to increase the variety of tourism and entertainment offerings, as well as creating stronger cultural links with countries in Asia to complement the many growing business and trade opportunities.

Following a global audit of creative city policies, arts, cultural and creative industries strategies, Council identified strategies and actions to support our city's creative lifestyle and economy. Using extensive creative city and urban/regional research, policy benchmarking and best practice enquiry, the *Creative Brisbane Creative Economy 2013-22* strategy was released in 2013.

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**The *Creative Brisbane Creative Economy* strategy provides a shared vision to strengthen the city's liveability as a vibrant, creative hub and attract more talented people to live and work in Brisbane by:**

- raising the global value proposition of our city's unique lifestyle and culture
- building the city's creative capacity and resources
- encouraging a collaborative, risk-friendly creative economy.

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# MAJOR ACHIEVEMENTS FROM 2013-2019

## Building on our city's unique lifestyle and culture

- Increased the City Entertainment budget by 20%.
- Grew the festivals program by an additional 47 events to now more than 110 festivals in 2018-19.
- Delivered a mobile optimised, interactive *What's On and Events* calendar and the Creative Brisbane landing page.
- Launched *Botanica*, Brisbane's first major outdoor contemporary art exhibition which has engaged more than 70,000 people in 2018 and 2019.
- Implemented and expanded public art initiatives:
  - Brisbane Canvas – a rich range of innovative and imaginative commissioned street art to walls, pillars and bridge structures
  - Expanded the William Jolly Bridge Art Projection Program – digital artwork in public space on a huge scale
  - Outdoor Gallery – for local, intrastate and national artists to display their artworks in city streets.
- Enhanced and expanded Council programs:
  - increased the number of activations in the *Temporary Art Program*, providing additional opportunities for producers using a wider catchment of public spaces including: inner city parks, pools, golf courses and other Council assets
  - in 2019, *BrisAsia Festival* events took place in 40 suburbs across Brisbane, up from 20 suburbs in 2017, and employed more than 880 creatives
  - launched new initiatives: *Outdoor Cinema in the Suburbs* and *Lord Mayor's Children's Program*.

## Building the city's creative capacity and resources

- Funded festivals, events and cultural organisations to the value of \$18.5 million.
- Funded more than 95 individuals and organisations through creative grants programs and increased overall funding to the creative grants program by 29%.
- Delivered *The Bridge* funding opportunity in partnership with Brisbane Powerhouse.
- Released Council's *Youth Strategy 2014-2019: Delivering a youth-friendly city*.
- Opened the Sunnybank Performing Arts and Cultural Centre (SunPAC) in 2016.
- Opened the Ron Hurley Theatre and Seven Hills Hub in 2019.

## Encouraging a collaborative, risk-friendly creative economy

- Established the Lord Mayor's Creative Brisbane Advisory Board.
- Hosted the Australian Performing Arts Market (APAM) at Brisbane Powerhouse for six years, attracting more than 2500 delegates from 31 countries.
- Launched the first Lord Mayor's Creative Small Business Forum.
- Included six companies from Brisbane's creative industries in the 2017 Asia Pacific Cities Summit delegation led by the Lord Mayor.
- Established Brisbane's entrepreneurial innovation hub, The Capital, in 2016.
- Delivered Council's first creative sector survey in October 2016.
- Conducted extensive creative sector mapping to track industry clusters and business movement.

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### BRISBANE FAST FACTS:

**20%  
INCREASE**

in City Entertainment budget

**47 NEW  
FESTIVALS**

added to the festival program

**\$18.5  
MILLION**

spent on festivals, events  
and cultural organisations

**70,000  
VISITORS**

to *Botanica* public art  
initiative



# CREATIVE BRISBANE CREATIVE ECONOMY

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Strategy









# MOVING FORWARD

The *Creative Brisbane Creative Economy* strategy represents a long-term framework for future policies, plans and initiatives, but must be adaptive and open to emergent opportunities through shifting economic, demographic and social environments.

In 2016-17, Council commissioned an independent research provider to examine how Council can better serve, support and enable our city's creative talent and unlock the potential of Brisbane's creative economy. Through consultation with the creative sector, information was gathered on demographic and industry details, reasons for working in Brisbane, trading partners and regions, access to talent and space, and awareness and take-up of Council services. This research presented a range of new opportunities, challenges and ideas to build a resilient, productive and vibrant creative city.

The Creative Brisbane Creative Economy strategy has been developed in alignment with Council's corporate and strategic plans and enables Council to strategically address key priorities through targeted actions. The strategies and actions address new opportunities and challenges identified through consultation, build on previous successes, and present a whole-of-system approach to ensure the best outcomes for the creative sector and the city.



# DEVELOPING THE STRATEGY

## CREATIVE BRISBANE CREATIVE ECONOMY 2013-22 STRATEGY

Continuous assessment using market research tools and community engagement to assess key results from 2013 to 2019

- **Expressive city, key result area 1** – Brisbane residents and visitors rank the city highly on culture and lifestyle.
- **Energetic city, key result area 2** – Businesses rate the city highly in its responsiveness to business needs.
- **Enthusiastic city, key result area 3** – Businesses rate the city highly in creativity and vibrancy.

### 2015 TO 2016

- Determine characteristics of creative business operations.
- Perceptions of Brisbane as a place to do business.
- Identify the sector's needs for sustainability and growth.
- Determine levels of awareness of current Council support and services.
- Identify any gaps in Council's current services and support.
- Determine the sector's information and communication needs.

Creative Sector Survey

### Lord Mayor's Creative Brisbane Advisory Board

#### 2017

Identify focus areas to improve Council's support for Brisbane's creative sector.

**FOCUS AREAS**  
**CONNECTIONS**  
**FUNDING**  
**SPACES**

### 2017

Identify best practice and future actions to achieve focus area priorities:

- connect, support and promote Brisbane's creative practitioners and creative enterprises
- improve access and use of Council assets and facilities for the creative sector
- ensure Council funding opportunities for the creative sector are accessible and provide sound return on investment.

Creative Sector  
Consultation

### Corporate and Strategic Alignment

#### 2018 TO 2019

- Brisbane Vision 2031
- Brisbane 2022 New World City Action Plan
- Brisbane City Council Corporate Plan 2016-17 to 2020-21 – 2017 Update
- Brisbane's Future Blueprint
- Brisbane's Economic Development Plan 2031

**CREATIVE  
BRISBANE  
CREATIVE  
ECONOMY  
STRATEGY**



# STRATEGIC FRAMEWORK

The goals outlined for each of the four focus areas reflect Council's values and commitment to build a vibrant, creative city. Goals align with Council's corporate and economic plans while meeting the expectations of the creative sector.

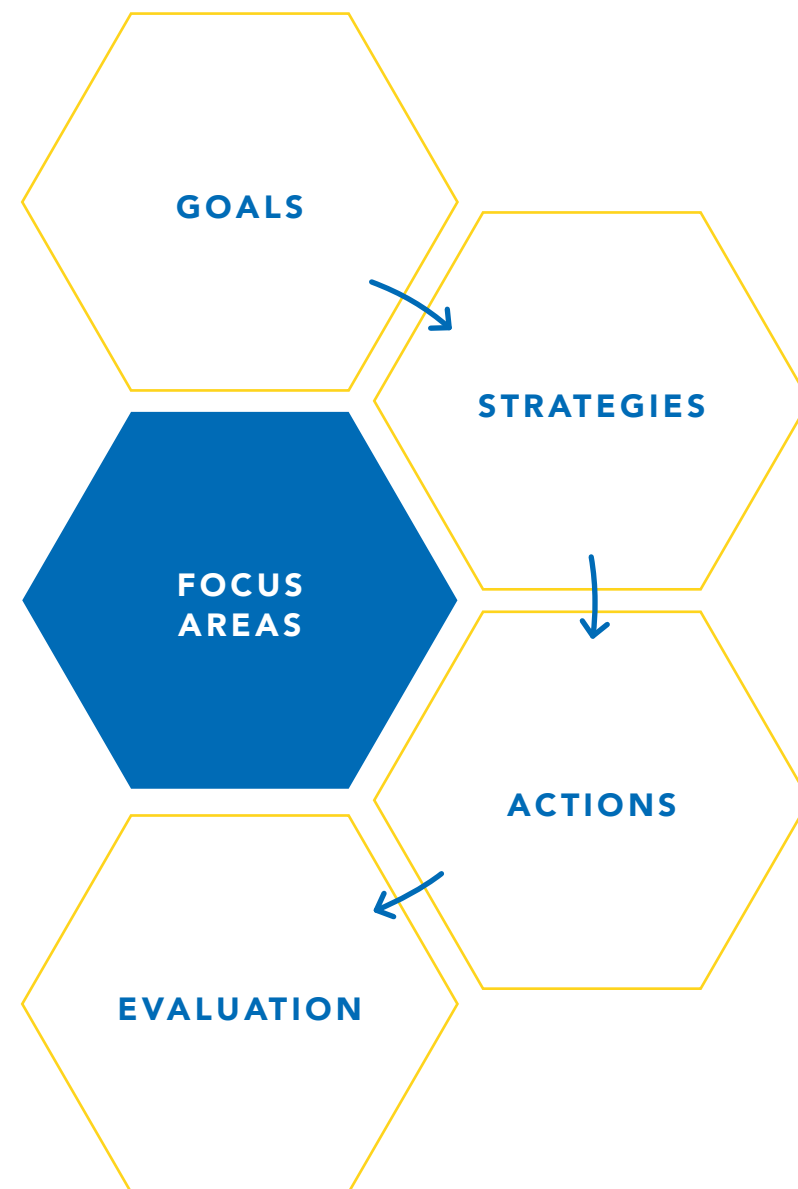
To achieve the balance of a liveable and creative city, strategies and actions are outcome driven and integrate:

- market and audience development
- workforce capability (education and skills)
- business development
- hard and soft infrastructure
- governance and regulatory environment.

This holistic view ensures sustainable development of our creative culture and economy.

To ensure aspirations are realised, strategy progress must be tracked and evaluated using analytics, market research tools, industry platforms, community engagement, case studies and economic growth.

Evaluation will use social, cultural and economic measures of success to provide a total narrative around the impact of the *Creative Brisbane Creative Economy* strategy.



# COUNCIL'S ROLES

Council will adopt several roles to achieve the goals outlined in the *Creative Brisbane Creative Economy strategy*.

At times, Council will provide leadership as a funder, advocate or provider. The creative sector is complex and subject to rapid change. Partnerships and collaborations with a range of external stakeholders will be critical to achieving the objectives of this plan.

Responsibility also lies with the community and the sector, and we must all work together to build a more creative Brisbane.





# CREATIVE BRISBANE CREATIVE ECONOMY STRATEGY

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Key Priorities







## FOCUS AREA 1 LIFESTYLE CITY

Brisbane is an expressive river city with a rich history and unique subtropical lifestyle.

The lifestyle focus area recognises Brisbane's creative energy and its ability to offer distinct and authentic cultural experiences. We celebrate our global identity as a vibrant and creative city and ensure that Brisbane is the premier location for people to work, live and play.

### GOALS

- ✓ Brisbane is a globally recognised and unique lifestyle city offering excellence in cultural and creative experiences.
- ✓ Brisbane's subtropical climate and natural assets are celebrated in culturally distinctive and iconic events, attracting local, national and international audiences.
- ✓ The city is a national leader for Aboriginal and Torres Strait Islander people's culture and creativity.
- ✓ Brisbane is recognised for innovation and technology.

### EVALUATION – MEASURES OF SUCCESS







#### Social and cultural impact

- Increased sense of identity, belonging and connection to the city.
- Social differences bridged through cross-cultural and cross-artform exchange.
- Increased participation in arts and culture.
- Exposure to new and enriching experiences.
- Diversity of cultural expression appreciated.
- Physical and/or mental wellbeing improved.

#### Economic impact

- Direct and indirect employment stimulated.
- Improved business-to-business collaboration and partnerships that support the local economy.
- Increased audience attendance, and growth of the visitor economy and overnight visitor expenditure.
- Increased brand recognition and corporate investment in Brisbane creative products and services.
- Brisbane is ranked highly on global city ranking indices.



STRATEGY	ACTIONS						
<b>1.1 Strengthen Brisbane's global identity as a creative city, and increase visitation</b> by investing in iconic events, festivals and projects  <b>CORE: Iconic events</b>	<ul style="list-style-type: none"> <li>Partner with Digital Brisbane and relevant stakeholders to deliver signature events that celebrate innovation and technology in Brisbane.</li> </ul>		✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Evaluate and partner with Brisbane's Signature City Festivals to improve impact, return on investment and local engagement.</li> </ul>		✓	✓	✓		
	<ul style="list-style-type: none"> <li>Invest in, support and promote significant drawcard events, festivals and programs that celebrate Brisbane's strong links with the Asia Pacific region.</li> </ul>	✓	✓	✓	✓	✓	✓
<b>1.2 Deliver and support initiatives that increase the visibility and expression of Aboriginal and Torres Strait Islander people's culture in Brisbane</b>  <b>CORE: Aboriginal and Torres Strait Islander culture</b>	<ul style="list-style-type: none"> <li>Ensure all Council programs and initiatives that present and promote Aboriginal and Torres Strait Islander people's culture and heritage are developed and delivered in consultation with appropriate stakeholders.</li> </ul>	✓		✓	✓		✓
	<ul style="list-style-type: none"> <li>Support Aboriginal and Torres Strait Islander-led initiatives and organisations that enable participation in Aboriginal and Torres Strait Islander cultural experiences across Brisbane, including regional and metropolitan areas.</li> </ul>		✓	✓	✓	✓	
<b>1.3 Deliver and support events, programs and experiences that enable participation in diverse arts and cultural experiences and increase a sense of belonging and pride in the city</b>  <b>CORE: Participation</b>	<ul style="list-style-type: none"> <li>Evaluate Multicultural and Suburban Community festival funds to ensure diverse experiences are available for suburban neighbourhoods and events provide maximum impact and return on investment.</li> </ul>		✓	✓	✓	✓	
	<ul style="list-style-type: none"> <li>Build on the River Art Framework to deliver and support projects, infrastructure, activations and experiences that emphasise Brisbane's identity as a river city.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Implement robust processes for Council's art and cultural programming to ensure programs are relevant, equitable and accessible.</li> </ul>	✓					
	<ul style="list-style-type: none"> <li>Deliver a rich range of public art that celebrates Brisbane's diversity and enlivens public spaces.</li> </ul>	✓	✓	✓	✓	✓	✓
<b>1.4 Build Brisbane's global reputation by supporting a vibrant, creative economy within Brisbane's inner city and key cultural precincts</b>  <b>CORE: Inner-city entertainment precincts</b>	<ul style="list-style-type: none"> <li>Invest in and support individuals, organisations, venues and events that offer evening and night time experiences.</li> </ul>	✓		✓			
	<ul style="list-style-type: none"> <li>Expand City Entertainment programming to include night events, activations and experiences that celebrate Brisbane's outdoor lifestyle.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Celebrate, support and grow Brisbane's position as a live music city.</li> </ul>		✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Deliver and facilitate exciting night-time activations using the City of Lights strategy.</li> </ul>	✓	✓	✓			
	<ul style="list-style-type: none"> <li>Deliver and support initiatives that activate key inner-city precincts during the day.</li> </ul>	✓	✓	✓			
<b>1.5 Bring Brisbane stories to life and enable a deeper connection to place by investing in initiatives that allow visitors and residents to experience the city's unique social and natural history, heritage and character</b>  <b>CORE: Brisbane stories</b>	<ul style="list-style-type: none"> <li>Identify identity-rich heritage and significant sites for activation and future development.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Lead and support initiatives and projects that allow people to experience Brisbane's stories, history, heritage and natural assets in innovative and exciting ways.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Build sustainability and capacity in Brisbane's heritage and cultural organisations and institutions.</li> </ul>		✓	✓	✓		



Provider



Funder



Partner



Facilitator



Advocate



Regulator



## FOCUS AREA 2 OUR PEOPLE

Brisbane has an enthusiastic, collaborative and highly skilled creative workforce.

This focus area aims to better connect and promote our creative sector to drive innovation, resilience, creativity and economic growth. By supporting the creative ecology, we build a city that fosters entrepreneurs, embraces new technology, and values art and culture in all its forms.

### GOALS

- ✓ Brisbane values the creative sector and actively promotes local products and services globally.
- ✓ Government, organisations, businesses and individuals collaborate to encourage innovation, entrepreneurialism, excellence and sustainability.
- ✓ Brisbane fosters the new generation of creative leaders, attracts the most skilled and inspiring creative practitioners and connects them to Asia and the world.
- ✓ A strong one-council approach for the delivery of creative and cultural outcomes across the city.

### EVALUATION – MEASURES OF SUCCESS







#### Social and cultural impact

- Creativity stimulated through development of new work and products.
- Sector confidence and recognition.
- New knowledge, ideas and insight.
- Improved collaboration and access to beneficial networks and resources.

#### Economic impact

- Growth in Brisbane's creative labour market and creative enterprises report minimal skill shortages.
- Increased trade, export and demand for creative products unique to Brisbane.
- Higher levels of collaboration and partnership between government, education, corporate, industry and the creative sector.
- Increased brand recognition and corporate investment in Brisbane creative products and services.
- Increased number of international students choosing Brisbane.



STRATEGY	ACTIONS						
<b>2.1 Build creative sector sustainability</b> by encouraging knowledge-sharing and information flow  <b>CORE: Sector capability and sustainability</b>	• Work with industry and the creative sector to build a culture of talent, data and knowledge sharing.	✓		✓	✓	✓	
	• Research cluster map information to foster competitiveness and entrepreneurship, and facilitate access to clusters for the independent and small-to-medium sector.				✓	✓	
	• Assist creatives to navigate Council processes and regulations.	✓			✓		✓
<b>2.2 Increase global collaboration and trade</b> by improving access to international partnerships and markets  <b>CORE: Access to international partners</b>	• Expand and enhance cultural programs, creative initiatives and partnerships that increase access to international collaborations and markets.	✓	✓	✓	✓	✓	✓
	• Assist the sector leverage relationships with Sister Cities through funding programs, business forums, trade missions and meaningful introductions.	✓	✓	✓	✓	✓	
	• Partner with Brisbane Marketing to attract significant events, tradeshow and opportunities that allow creative practitioners to connect with national and international markets.		✓	✓	✓	✓	
<b>2.3 Develop Brisbane's creative profile</b> by promoting local creative products, endeavours and entrepreneurial activity to a local, national and international audience  <b>CORE: Promoting local product</b>	• Develop a whole of Council communication strategy to promote creative Brisbane.	✓			✓	✓	
	• Cultivate strategic partnerships with Brisbane Marketing, Tourism and Events, influencers and other agencies to promote creative Brisbane.			✓		✓	
	• Invest in initiatives and events that allow Brisbane creatives and creative products to be experienced by local, national and international audiences.	✓	✓	✓	✓	✓	
<b>2.4 Attract, develop and retain skilled creatives</b> by collaborating with the sector, government, education and businesses to develop the highest quality training and career pathways  <b>CORE: Career pathways</b>	• Support and promote organisations and initiatives that provide leadership, governance, business and financial literacy training for the creative sector.	✓	✓	✓	✓		
	• Connect tertiary and training institutions with creative businesses, to build greater understanding of skill requirements and career pathways.				✓		
	• Invest in initiatives and creative organisations that provide professional pathways, development, internships and mentoring opportunities to creatives of all career stages.		✓	✓	✓	✓	
	• Provide strategic investment for Aboriginal and Torres Strait Islander-led organisations to improve employment prospects and stability for Aboriginal and Torres Strait Islander artists and creative businesses, companies and collectives in Brisbane.		✓	✓	✓		
<b>2.5 Actively encourage collaboration and partnerships to increase innovation, excellence and sustainability</b> in Brisbane's creative sector  <b>CORE: Collaboration and partnerships</b>	• Invest in initiatives that actively encourage interdisciplinary, cross-culture or cross-artform collaboration across the city.	✓	✓	✓	✓	✓	✓
	• Leverage existing relationships and develop new partnerships with industry, local businesses and organisations, and other levels of government, to support growth for the sector and the creative economy.			✓	✓	✓	✓



Provider



Funder



Partner



Facilitator



Advocate



Regulator



## FOCUS AREA 3 RESOURCING AND INVESTMENT

Brisbane is a leader in the creative economy.

Our creative sector is diverse and requires adaptable, flexible, strategic investment to support growth and align to the aspirations of the city. This focus area aims to maximise the impact of investment and drive success through authentic partnerships.

### GOALS

- ✓ Brisbane is a city where creatives, including start-ups and small-to-medium enterprises, grow and thrive.
- ✓ Research and development is valued and creatives have access to a range of strategic funding programs that achieve maximum impact and return on investment.
- ✓ The city values the creative industries and nurtures a strong culture of cross-sector collaboration.
- ✓ Local artists and entrepreneurs have access to new markets, customers and investors.

### EVALUATION – MEASURES OF SUCCESS

#### Social and cultural impact







- Creativity stimulated through the creation of new works and products.
- New knowledge, insights and ideas.

#### Economic impact

- Direct and indirect employment stimulated.
- Number of new creative businesses.
- Increase in private and corporate investment, partnerships and philanthropy.
- Improve global success, reputation, growth and sustainability in creative enterprises through increased trade and investment.
- Growth of the visitor economy and overnight visitor expenditure.
- Improved collaboration and access to beneficial networks and resources.



Image Credit: Dylan Evans - Lazer Beak Man by Dead Puppets Society

STRATEGY		ACTIONS						
<b>3.1</b> Enable creative enterprises to grow and prosper through strategic resourcing and grant programs <b>CORE: Council investment</b>		• Evaluate creative grants programs, to ensure they are accessible, equitable and strategic, to deliver maximum impact and return on investment.	✓	✓				
		• Improve promotion and access to creative grants programs, and tailor information sessions to increase quality of grant applications.	✓	✓				
		• Investigate new funding models to support creative industries.	✓	✓	✓			
		• Provide support to organisations and enterprises that deliver strong social, cultural and economic outcomes for Brisbane.		✓	✓		✓	
		• Improve promotion of Council's partnership opportunities, including procurement, sponsorship and market led proposals.		✓	✓	✓		✓
		• Build a better understanding of corporate needs and objectives, to better connect creative enterprises with philanthropic and corporate sponsors.			✓	✓	✓	
<b>3.2</b> Foster creative partnerships and sponsorship through deeper engagement with the corporate sector, government agencies and industry <b>CORE: Improving corporate investment</b>		• Assist creative enterprises communicate their social, cultural and economic impact, in a way that aligns with corporate needs and objectives.				✓	✓	
		• Council promotes the creative economy to the corporate sector and brokers meaningful connections.			✓	✓	✓	
<b>3.3</b> Build new markets and investment in local products by providing opportunities for creatives to present and promote their products to new audiences <b>CORE: Access to new markets</b>		• Support creative practitioners and entrepreneurs to access new investment, through promotional opportunities, international funding programs, business forums and trade missions.	✓	✓	✓	✓	✓	
		• Work with other local councils and the Queensland Government to map and promote creative opportunities throughout the South East Queensland region.	✓	✓	✓	✓	✓	



Provider



Funder



Partner



Facilitator



Advocate



Regulator



## FOCUS AREA 4 CREATIVE INFRASTRUCTURE

Brisbane is a growing lifestyle city with a wealth of opportunities in the public sphere.

This focus area places creativity within the core of all development, and recognises the need for accessible and flexible infrastructure to support a healthy creative sector.

### GOALS

- ✓ Brisbane has world-class cultural facilities and precincts that inspire creative participation and attract diverse audiences.
- ✓ Creatives can access a wide range of affordable, fit-for-use creative spaces and facilities.
- ✓ Creative spaces and their use reflect Brisbane's unique character and subtropical lifestyle.
- ✓ Spaces and precincts are used in innovative ways for collaboration, networking, professional development and resource sharing.

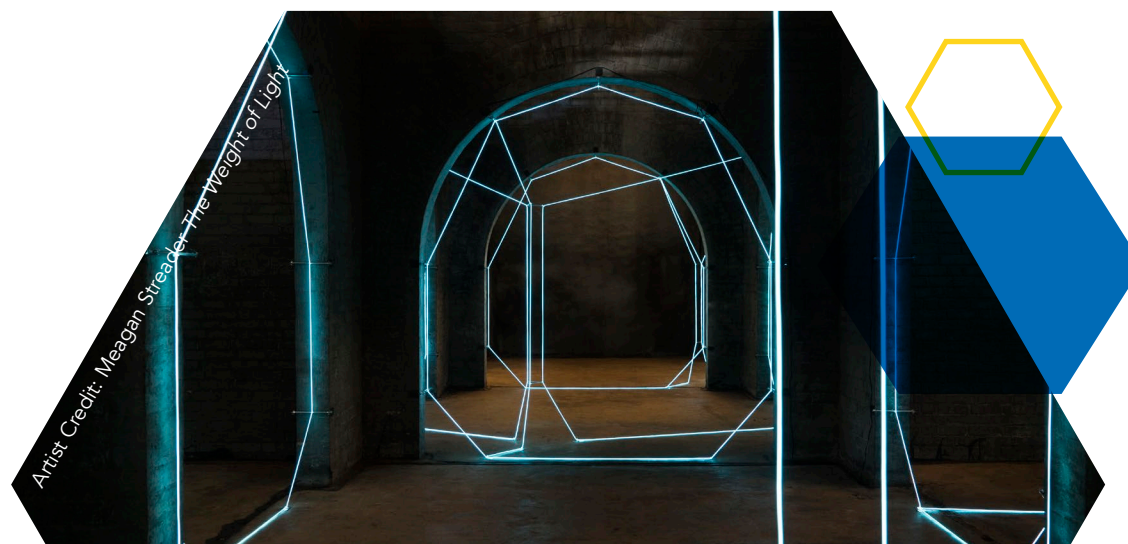
### EVALUATION – MEASURES OF SUCCESS







#### Social and cultural impact

- Creativity stimulated through access to new experiences, products and opportunities.
- Increased participation in creative and cultural activities.
- Increased sense of belonging and connection to place.
- Social connectedness enhanced through shared experiences.

#### Economic impact

- Increased visitation and audience attendance for major cultural facilities.
- High utilisation of Council facilities for creative purposes.
- Improved collaboration and access to beneficial networks and resources.
- Increase in number of creative practitioners working from a business premises.
- Creative activation of empty and underutilised spaces.
- Improvements to practice and sector growth, including increased commercialisation and innovation.



STRATEGY	ACTIONS						
<b>4.1</b> Provide world-class cultural facilities and precincts that <b>amplify creativity and drive economic growth</b> <b>CORE: World-class venues</b>	<ul style="list-style-type: none"> <li>Ensure Council's creative facilities continue to champion contemporary creativity and collaboration, by improving access and precinct design.</li> </ul>	✓	✓	✓	✓	✓	
	<ul style="list-style-type: none"> <li>Maintain Riverstage as a world-class outdoor events facility.</li> </ul>	✓				✓	
	<ul style="list-style-type: none"> <li>Collaborate with all levels of government, to ensure Brisbane plans for sufficient high-quality infrastructure, to accommodate creative sector priorities.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Investigate opportunities to support and expand the role of the Museum of Brisbane.</li> </ul>		✓	✓	✓	✓	✓
<b>4.2</b> Enable a diverse range of creative activity in Brisbane by increasing functionality, availability and awareness of Council's facilities <b>CORE: Fit for purpose Council spaces</b>	<ul style="list-style-type: none"> <li>Investigate a one-Council approach to conduct an audit of Council-owned spaces and sites, to assess functionality and accessibility for creative use.</li> </ul>	✓	✓		✓		✓
	<ul style="list-style-type: none"> <li>Promote Council's facilities to ensure they are recognised and accessible for a wide range of creative activities.</li> </ul>	✓				✓	
	<ul style="list-style-type: none"> <li>Investigate and update Council's Desired Standard of Service under the Local Government Infrastructure Plan for creative facilities, and identify fit for purpose creative spaces.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Support creative use of Council-owned public space, including parks and reserves, walking trails, laneways, public art on bridges, tunnels and on architecture.</li> </ul>	✓	✓	✓	✓		
	<ul style="list-style-type: none"> <li>Activate and promote libraries as modern spaces for creative learning.</li> </ul>	✓				✓	
<b>4.3</b> Increase the amount of flexible and affordable space for creatives by developing new spaces and activating underutilised or empty spaces <b>CORE: Activating new and unused spaces</b>	<ul style="list-style-type: none"> <li>Promote the potential of creative partnerships and space-sharing opportunities, and partner with community groups, private industry and commercial developers to activate unused commercial spaces.</li> </ul>			✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Encourage creative use as part of future major developments in Brisbane.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Explore digital solutions to increase creative activation of empty or underutilised Council facilities, office, retail and commercial space.</li> </ul>	✓	✓	✓			
	<ul style="list-style-type: none"> <li>Utilise destination laneways and small spaces throughout the city for high-quality design, public art and small-scale events.</li> </ul>	✓	✓	✓	✓	✓	✓
<b>4.4</b> Drive innovation and productivity by promoting and investing in spaces and environments that encourage collaboration, <b>networking and resource sharing</b> <b>CORE: Innovative spaces</b>	<ul style="list-style-type: none"> <li>Consider management models that encourage creative co-working in Council facilities and precincts.</li> </ul>	✓			✓		
	<ul style="list-style-type: none"> <li>Promote initiatives that foster entrepreneurialism and commercial outcomes for creative practice, including incubator and accelerator spaces and programs.</li> </ul>	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Develop and promote creative precincts and hubs to encourage clustering of creative enterprises.</li> </ul>	✓				✓	



Provider



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Regulator





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