**Message from the Lord Mayor.**

The *Creative Brisbane Creative Economy 2013-22* strategy aims to strengthen the city’s liveability as a vibrant creative hub and to ensure Brisbane will be the premier location for talented people to live, work and play; a city to raise families, and develop careers and economic potential.

**Our vision is for a creative and prosperous Brisbane, where:**
- new visitors, students and arriving migrants are given the best possible opportunity to experience all the city has to offer
- our cultural diversity is celebrated
- Brisbane’s creative industries will thrive.

**To achieve this vision, we will:**
- expand our cultural and creative infrastructure to accommodate the talented people who live and move here
- advance our relationship between the city and the river
- realise opportunities to expand Brisbane’s creative links with Asian countries and communities
- provide opportunities for residents and business to create wealth for themselves and for the city.

Our thriving cultural precincts and events, lively music scene, vibrant and welcoming public spaces, well-designed and engaging buildings, great dining and coffee shops, and successful creative enterprises will become the hallmarks of our New World City.

By bringing together multiple commercial and public sector stakeholders, leveraging our existing assets, nurturing an entrepreneurial spirit, and embracing new perspectives, we will see Brisbane’s economy diversify and grow.

Brisbane will become an expressive, enthusiastic and energetic hub. Our culture, lifestyle, climate and attitude will attract talent and investment and offer the means for our local companies to retain and cultivate that talent to become among the world’s best.

Brisbane is fast becoming the place for talent to thrive. We connect with each other and to the world through our culture, our lifestyle and the opportunities delivered by our creative economy.

Graham Quirk  
Lord Mayor of Brisbane
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The quality and quantity of a city’s creative aspects have direct impacts on building a better city, including its economic development.

The benefits they bring – the attraction and retention of a skilled workforce, cultural tourism, export and trade of local culture, more enterprise, greater expression and social connection, and city pride – make these cities great places to live.

By providing opportunities to attract, retain and develop the best and brightest, cities create an outstanding and culturally creative experience for all residents.

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

The shift from manufacturing to more knowledge-based and experience-intensive goods and services has witnessed the emergence of a new, consumption economy, driven by a talented pool of innovation-focussed human capital.

The best and brightest creative talent who drive this new economy are those who create unique products and services that are highly profitable. Creative enterprises, when they have access to the right conditions and opportunities, will thrive, generate new products and services and boost innovation.

Due to a finite pool of talented labour, cities vie with their global neighbours for competitive advantage. Addressing the following key questions becomes paramount.

### Key drivers

- How do we retain the talented workforce we already possess in this city?
- How do we attract the world’s talent, and retain them as vital contributors to the city’s future?
- What platforms and conditions do local creative enterprises need to succeed in the domestic and global creative economy?
- How do we position creativity as a driver of our economy, and a model of innovation for other sectors?
- How do we expand and extend market shares of local creative products and services?

To address these questions other 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 exploring options such as city branding, employing successful place-making and event strategies, and enriching creative settings.

Council’s Creative Brisbane Creative Economy 2013-22 strategy will help a talented global workforce discover all Brisbane has to offer.

By working together, Brisbane’s residents, businesses, institutions and government can achieve the vision of our Creative Brisbane Creative Economy 2013-22 strategy – that of a vibrant, creative and liveable city, that attracts and supports talented people from around the world.

“The causes of city growth have been affected by the choices made by a mobile elite of smart global citizens. … Working as hard as you can to have your cities full of as many dynamic, educated, and empowered people as possible is the first job of city government.”


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**Introduction.**
In September 2011, Brisbane’s Lord Mayor Graham Quirk established the Lord Mayor’s Economic Development Steering Committee (LMEDSC) to make recommendations about what Brisbane City Council can do, within its regulatory framework, to support Brisbane’s business growth.

Specifically, the report *Brisbane’s unique window of opportunity: Leveraging long-term sustainable economic growth for Brisbane beyond the resources boom* found:

**Brisbane needs to be more coordinated, better positioned, smarter and more proactive by embracing its business community, providing a world-class lifestyle, encouraging business innovation, creativity and entrepreneurship, and becoming the leading Australian city at attracting, retaining and developing a highly-valued and talented workforce.**¹

The LMEDSC prioritised 12 recommendations from this report for earliest adoption, including updates to Brisbane’s creative strategy.

**Item 8. Creative Strategy**²

_Council to update Brisbane’s creative strategy to provide a shared vision that strengthens the city’s liveability as a vibrant, creative hub. This shared vision will drive planning, regulatory, management, operational and public realm decisions that attract entrepreneurship, private investment and ensure the commercial sustainability of Brisbane’s cultural offering. Investment in the delivery of a clearly defined shared vision for the CBD, Fortitude Valley, South Brisbane and Brisbane’s cultural and entertainment precincts are to be included as part of this process._

¹ *Brisbane’s Unique Window of Opportunity 2012*, p6
² *Brisbane’s Unique Window of Opportunity 2012*, p9
The Brisbane Economic Development Plan 2012-2031 followed this report, presenting a whole-of-Council framework to deliver on the recommendations of the LMEDSC.

The 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 set out actions that would deliver on five key objectives.
1. Global reputation:
   Brisbane, Australia’s New World City
2. Productive Brisbane
3. Talent attraction and global connections
4. Lifestyle city
5. Leadership, engagement and implementation

The Creative Brisbane Creative Economy 2013-22 strategy responds directly to Objective 4 Lifestyle City, and through this, supports the remaining four objectives.

“Art and culture are not a luxury; they are part of a city’s DNA, its unique selling point. It is why people want to live and work here, and seven out of 10 tourists say it is a reason for their visit.” Boris Johnson, Mayor of London, 2009
**TWO: Strategic Context.**

**A New Economy**

Continually fluctuating economic conditions, changing community demographics and varying customer expectations mean that clear investment and policy decisions hold the key to shaping a city’s future more than ever before. The transformation of our global economy has altered many of the rules of how cities compete in the global market, including:

- competitiveness – high-cost labour cannot compete for price on mass products as production is constantly outsourced to cheaper labour markets (increasingly the case for services as well as for goods)
- markets – the ‘experience economy’ has emerged and is subject to the volatility of fast-changing consumer tastes
- production – the shift in production to knowledge-based and experience-intensive goods and services.

The post global financial crisis has forced cities to experiment in competitive new ways. Many have begun to acknowledge the socio-economic potential of activities that trade with creativity, knowledge and information, known collectively as the ‘creative economy’.

The United Nations Conference on Trade and Development understands the creative economy as an evolving concept based on creative assets generating economic growth and development, noting:

- It can foster income generation, job creation and export earnings while promoting social inclusion, cultural diversity and human development.
- It embraces economic, cultural and social aspects interacting with technology, intellectual property and tourism objectives. It is a set of knowledge-based economic activities with a development dimension and cross-cutting linkages at macro and micro levels to the overall economy.
- At the heart of the creative economy are the creative industries.

The creative industries comprise a broad workforce, stretching throughout the digital, entrepreneurial, and cultural sectors:

- music and performing arts
- film, television and radio
- advertising and marketing
- software development and interactive content
- writing, publishing and print media
- architecture, design and visual arts.

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3. UNCTAD Creative Economy Report 2008: The challenge of assessing the creative economy towards informed policy-making, p15
4. Definition adopted by the Cultural Minister’s Council, Building a Creative Innovation Economy 2008
Together, these sectors bring new ideas, inspiration and innovation. Directly integrated with the new economy and powered by the explosion of digital opportunity, these industries are high-growth and high-innovation, constantly testing new business models and processes.

The nature of the business services this sector provides, and their competitive business environment, promotes opportunity seeking and risk taking. As they work in highly collaborative and clustered ways, strong networks increase activity as well as create deeper connections to local and international markets. Their strength resides in their social learning and the networks, informal support groups, training and development opportunities they share.

A complex creative economy requires supportive resource and knowledge hubs connected together to increase the flow of people and ideas. Properly facilitated, the creative sector ably supports itself, through mentorship programs and skills development, start-up facilitation, industry networking and business development opportunities. Affordable spaces in which to converge and share – in precincts or in clusters – and access to supportive infrastructure are essential ingredients for a successful creative sector.

The creative industries provide 74,000 jobs, 3.4 billion a year to the Queensland economy and annual exports valued at $1.1 billion.\(^5\)

Research has found the employment growth in the creative sector is in the creative services (including business-to-business activities like design, architecture, digital content, software development, advertising and marketing) at around 4.5% nationally. This is approximately two-and-a-half times the growth of the rest of the economy, which grew at 1.75% from 1996 to 2006.\(^6\) Moreover, for every creative worker there is more than one support worker.\(^7\)

Though little change has occurred in employment in the cultural areas of this sector, creative industries employment has grown faster than the national average, with Skills Queensland and the Department of Education, Employment and Workplace Relations (DEEWR) labour force survey data forecasting continuing growth across the creative industries sector through to 2015 and beyond.

While creative industries businesses are predominantly micro and small enterprises\(^8\), there are more creatives embedded in other industries than working in the creative industries themselves. The industries which predominantly employ these ‘embedded’ creatives are finance, government, manufacturing and education.\(^9\)

Tertiary institutions are integral to supporting the city’s fostering of a creative and innovative workforce. Development of local talent is more cost-effective and has longer-term benefits than short-contract, ‘outside’ recruitment. Collaboration between universities, business and government – what is referred to as the ‘triple helix’ – for connecting graduate skills to business need, and for mitigating general skills and talent shortages – is essential to maximise Brisbane’s creative economy.

— The creative sector gives our city its strategic advantage and competitive edge in succeeding in a global economy. The rich and creative environment here not only attracts businesses and people from around the world, it also influences every single thing that we do. —

Michael Bloomberg, Mayor of New York 2006

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6 ARC Centre of Excellence for Creative Industries and Innovation, National Cultural Policy Submission
7 ARC Centre of Excellence for Creative Industries and Innovation, Creative Economy Report Card 2011
8 2006 Australian Business Register, in ARC Centre of Excellence for Creative Industries and Innovation, Creative Economy Report Card 2011
9 2006 Census data, in ARC Centre of Excellence for Creative Industries and Innovation, Creative Economy Report Card 2011
A Distinctive City.

Cities are in competition: contesting the media space to ensure they are capturing their share of attention. How the world perceives a city can affect the decisions businesses and talent make when considering moving to a new location.

Successful cities are distinctive. They are able to link high productivity with high quality of life and are able to combine and integrate all their assets to maximise their visibility and attractiveness as places to live and work. A coordinated approach to leveraging all of a city’s characteristics is critical. These characteristics can be categorised as:

Presence | on the world stage; its connectivity to the world and its markets
People | open, welcoming, friendly
Place | beauty, climate, comfort
Pulse | its vibrancy; the creative energy that enriches lifestyle
Potential | both economic and career
Prerequisites | hard and soft infrastructure.

“Creativity and human talent more so than traditional production factors such as labour and capital are fast becoming powerful engines of sustainable development.” United Nations Conference on Trade and Development 2008

10 Brisbane interprets these city elements through its eight long-term Living in Brisbane vision themes: Regional and world city; Friendly, safe city; Clean, green city; Active, healthy city; Vibrant, creative city; Accessible, connected City; Smart, prosperous city.
Brisbane: A Snapshot.

- 28.3% of total population born overseas, 51.5% of whom speak a language other than English at home
- 43.3% have post-secondary qualifications (up 6% from 2006 census)
- 83% of all occupied private dwellings have internet connectivity
- 16.1% of all businesses registered are professional scientific and technical services.
A Creative Brisbane.

How is Brisbane strategically placed? Brisbane is Australia’s third largest city, a subtropical metropolis located in the heart of the nation’s fastest growing region. As the state’s capital, it is the economic engine room for Queensland, with a Gross Regional Product of more than $129 billion – almost half (48%) of the total state economy.\(^\text{12}\)

In recent years, the city has undergone rapid development in its culture, with an exciting local live music scene and hosting exclusive international art exhibitions. Brisbane’s CBD is Queensland’s premier retail and entertainment destination. A recent reference to Brisbane as a ‘hot spot’ for innovation by McKinsey & Company confirms Brisbane’s growing global reputation as a progressive and competitive destination.\(^\text{13}\) In 2012, our city was identified as number one out of the top 20 fastest growing economies of mature cities worldwide by 2020.\(^\text{14}\)

The city provides an excellent quality of life combined with a relaxed and subtropical atmosphere. In 2012 Brisbane was recognised as one of the seven most liveable cities in the world after receiving a ‘special mention’ at the prestigious Lee Kuan Yew World City Prize in Singapore.

Retaining people for lifestyle reasons shouldn’t be a concern as Brisbane residents love to live here. Council’s most recent (2011) community attitudes survey of residents found:

- 91% believe Brisbane is a good place to raise a family
- 85% believe Brisbane is friendly and welcoming to all
- 83% believe Brisbane is a knowledgeable and skilled community
- 87% believe Brisbane has opportunities for lifelong learning
- 80% believe Brisbane has a wide range of recreational facilities
- 80% believe Brisbane is a place for festivals and events to bring people together
- 77% believe Brisbane has a good climate
- 72% believe Brisbane has a vibrant entertainment scene.\(^\text{15}\)

Brisbane’s consumption of culture is extraordinary, with more than 1.5 million visits to performing arts productions per year, 1.5 million visits to cinemas, and more than 2 million to galleries and museums. Spending amounts to $1663 (PPP)\(^\text{16}\) per household, or 3.98% of total household expenditure.\(^\text{17}\)

\(^{12}\) Queensland Department of Treasury and Trade Experimental Estimates of Gross Regional Product, 2011
\(^{13}\) Juan Alcacer (Harvard University); McKinsey & Company analysis 776135
\(^{14}\) Jones Lang LaSalle: World Winning Cities 2012 Report, p9
\(^{15}\) Brisbane City Council Community Attitudes Survey 2011 and My City Poll Property Council of Australia 2011
\(^{16}\) Purchasing Power Parity: an exchange rate adjustment to calculate currency equivalence across countries
\(^{17}\) ARC Centre of Excellence for Creative Industries and Innovation, (C2I)2 = CCI-CCI Creative City Index 2012, p87
Brisbane is an increasingly diversified and outward-looking economy, supported by a 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.

With more than 40% of its workforce in highly-skilled managerial, technical and professional occupations, Brisbane is now attracting more international talent, contributing to the city’s highly-educated, adaptable and creative workforce. Brisbane’s employment growth is expected to account for more than 40% of employment growth in South East Queensland to 2031. The growing skill base will allow the continued expansion of knowledge-intensive industries that will sustain the city’s long-term economic prosperity.19

Sixty-two per cent of all Queensland creative industry workers are employed in Brisbane.18 As cities are the driver of the creative economy, there remains real opportunity to attract even more talent from South East Queensland as well as further afield.

Council’s policies and practices will continue to embrace the Brisbane River. Inner-city development is well underway and so too are transport-oriented precincts. There is great appetite for a tasteful aesthetic in development and built form, appealing to visitor and resident alike.

Mixed-use development clusters, such as the Kelvin Grove Urban Village and the Boggo Road Urban Precinct, provide examples of high-value research and service industry connections within the community and, supported by stronger digital infrastructure, are driving the new economy.

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 Asian. Real external opportunities exist to capitalise on the potential for stronger Asian connections between Brisbane and its neighbours, in trade and talent exchange, products, goods and knowledge.

Together these strengths present opportunities for Brisbane to gain a strong presence in the global imagination.

The focus of Creative Brisbane Creative Economy 2013-22 strives to build upon our great creative and cultural successes to date by attracting more talented human capital to live and work in Brisbane by:

- raising the city’s global value proposition in terms of lifestyle and culture, at the same time building the city’s creative capacity
- encouraging a risk-friendly creative economy
- working collaboratively with business and other city partners to raise the city’s global profile.

18 Australian Bureau of Statistics National Regional Profile: Brisbane 2010
19 ARC Centre of Excellence for Creative Industries and Innovation, (CCI) = CCI-CCI Creative City Index 2012
THREE: Strategic Framework.

Creative Brisbane Creative Economy 2013-22 must remain adaptive and open to emergent opportunities through shifting economic, demographic, social and political environments.

By utilising and building upon the city's existing strengths, and reinforcing the connections between them, a distinctively Brisbane success story will be written.

Realising the balance of a liveable and creative city involves cultivating our creative economy by developing and integrating:

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

This 'portfolio' approach guarantees a more diversified, resilient and productive creative economy. Each of these factors is complementary and of equal importance to the strategy's success.

A whole-of-system view presents the best chance for the sustainable development of our creative culture and economy. This course of action is articulated through three main goals:

**GOAL 1:** expressive city.
**GOAL 2:** energetic city.
**GOAL 3:** enthusiastic city.

"For many years we concentrated on the economics side. But if you want the economic side to flourish, you need more entrepreneurs, you need more creativity. So you must also look to the arts. The two must go together."

Goh Chok Tong, President of Singapore, 2002
Goal 1: expressive city.

Showcasing significant events, our cultural heritage and tourism, and advancing the night-time economy are some examples of how creative assets can support a city’s lifestyle and global identity interests. Optimising these assets will be an essential part of achieving this goal.

- An expressive city achieves a desirable quality of life and sense of place and identity.
- An exciting lifestyle gains attention on the world stage, attracting the capital and talent needed to drive our economy.
- Diverse experiences and identities make our communities more dynamic.
Goal 2: energetic city.

The export of goods and services, and the import of people, bring both new money and new ideas. This strategy also examines how creativity can drive innovation for the rest of the economy.

- An energetic city achieves a more creative workforce and innovative enterprise.
- Talent and taking risks are key ingredients for an adaptive economy.
- An innovative creative sector can model and help drive economic growth.
Goal 3: enthusiastic city.

Leadership, connectivity and relationships are essential. It is the strength of linkages and the relationships between all interdependent features of the system that generates and sustains success.

- An enthusiastic city achieves stronger leadership, coordination and support.
- New connections between people, actions, ideas and networks form a richer creative ecosystem.
- Collaborations between industry, government, education and community achieve stronger overall outcomes.
Brisbane already has a strong cultural and creative life and even now much is being done to establish its reputation as a vibrant, creative city. These integrated goals provide focus and, when taken together, represent a comprehensive investment of time, energy and resources into advancing Brisbane’s rich and complex creative economy.
FOUR: Strategic Response.

Council’s Creative Brisbane Creative Economy 2013-22 strategy is based on extensive creative city and urban/regional research, policy benchmarking and best practice enquiry. Following a global audit of creative city policies, arts, cultural and creative industries strategies, and in-depth targeted consultation with Brisbane’s creative sector, Council has identified the following strategies and actions to support our city’s creative lifestyle and economy.

Individual actions are allocated to a single target to simplify presentation: in reality, many actions contribute to the achievement of multiple targets at once. It is the combination of all actions that will achieve the three goals of expressive, energetic and enthusiastic city.

“Within the new Competitiveness Paradigm both the creativity and liveability agendas need to be aligned.”

Charles Landry, The Art of City Making
Goal 1: expressive city.

- An expressive city achieves a desirable quality of life and sense of place and identity.
- An exciting lifestyle gains attention on the world stage, attracting the capital and talent needed to drive our economy.
- Diverse experiences and identities make our communities more dynamic.

Target 1: Diverse and authentic cultural voices.

**Strategies**

Celebrate our city’s cultural expression and heritage through facilitated partnerships, grants, festival and events support. 

**Including:** review of the multicultural and Indigenous strategies to align with the creative strategy’s ambitions.

Embrace our place in the Asia-Pacific region by expanding on existing Asian-focused cultural platforms and encouraging Asian cultural performances throughout the city.

**Actions**

**Prioritise:**
- review sponsorships
- review suburban and multicultural festival funding with the aim of supporting festivals that contribute to the lively expression of Brisbane’s diverse cultures.

**Extend and revise:**
- renew Indigenous Aspirations Strategy
- renew One City, Many Cultures Strategy.
Target 2: Attractive and exciting city life.

**Strategies**

Ensure public event programming contributes to a coordinated Creative Brisbane Creative Economy 2013-22 strategy and the city’s brand agenda.

*Including:* public space activation and innovative place making partnerships to make the city’s creative activity more ‘street visible’.

Provide opportunities to showcase and promote local creative products, endeavours and entrepreneurial activity through iconic events and projects.

*Including:* seeking opportunities to celebrate awards and prizes won by local creative enterprises.

Develop a comprehensive and coordinated cultural activity and events calendar.

*Including:* facilitating the collaboration among cultural organisations and major non-cultural events to coordinate scheduling, cross-marketing opportunities and packages.

**Actions**

**Continue existing:**

- city entertainment, parks and gardens events
- feature programs, e.g. National Youth Week, Black History Month
- activation of Valley and city malls
- Lord Mayor’s Suburban Initiative Fund
- Brisbane history grants
- sponsorship for events
- Council’s website, social media communication, community events calendar on Facebook
- *Live guide, What’s On guides (libraries, active and healthy), What’s On e-newsletter.*

**Prioritise:**

- cultural and recreational activities to advance our relationship with the river
- revise and further develop major events strategy
- projects and activities to enhance the vibrancy of the city centre and surrounds.

**Extend and revise:**

- expand BrisAsia Festival to be a significant cultural event with business ties
- review Council’s cultural support (Program 4.1 Thriving Arts and Culture) to align with Creative Brisbane Creative Economy 2013-22 goals.

**Initiate:**

- promote projects/events that highlight local creative enterprise, e.g. music, digital start-ups and film to attract new audiences and investment
- develop a new active and healthy strategy
- develop distinct creative identity for CBD, South Brisbane, Fortitude Valley and Spring Hill.
Target 3: Vibrant and accessible city spaces.

**Strategies**

Develop a coordinated approach to the animation of the CBD and surrounding precincts to ensure a variety of complementary activities are occurring and marketed.

**Including:** encourage events and performances in the activation of public space and creative precinct development.

Encourage major city enhancements and development to contribute to the city’s identity and image.

**Including:** the commitment to identify, maintain and develop ‘identity rich’ city elements in future development (i.e. incorporate landmarks, streetscapes, spaces of cultural heritage and significance in future development works).

**Actions**

**Continue existing:**
- urban design and public space projects
- public art projects and public art works database
- Artforce – Urban Smart Projects
- Heritage Place Code, Brisbane City Plan Heritage register
- Heritage Incentives Scheme
- walking trails (including heritage and art trails)
- public art on bridges, in tunnels and on architecture
- *Graffiti Strategy* and community projects
- Mobility Centre
- *Art in Public Places* policy
- Vibrant Laneways program

**Extend and revise:**
- optimise ‘identity-rich’ heritage and significant sites in future development.
- *Brisbane Access and Inclusion Plan 2012-2017* project implementation and extension

**Initiate:**
- identify any possible opportunity for place making and activation coordination for CBD and surrounding precincts
- new community safety plan.
Goal 2: **energetic city.**

- An energetic city achieves a more creative workforce and innovative enterprise.
- Talent and risk-taking are key ingredients for an adaptive economy.
- An innovative creative sector can drive economic growth.

**Target 4: Skilled and talented workforce.**

**Strategies**

Encourage major cultural institutions to provide professional and economic pathways for the local creative sector.

**Including:** prioritising the actions from the strategies for youth and international students that align with creative enterprise development.

Utilise Brisbane’s existing sister city relationships to explore creative exchange projects and opportunities.

**Including:** strategic coordination with the Lord Mayor’s Young and Emerging Artists’ Fellowship program.

**Actions**

**Continue existing:**

- Creative Sparks Grants program
- Creative Artists Register
- Lord Mayor’s Young and Emerging Artists’ Fellowships
- Community Facility Grants program
- Cultural Organisation Support.

**Prioritise:**

- international students strategy actions

**Extend and revise:**

- cultural exchange with Brisbane’s sister cities through Lord Mayor’s Young and Emerging Artists’ Fellowship extension.

**Initiate:**

- greater participation by local creative industry businesses in trade missions
- partner with QUT Creative Industries to discover more about opportunities for growth in Brisbane’s creative workforce
Target 5: Innovative, creative enterprise.

**Strategies**

Partner with organisations and tertiary institutions in order to map, monitor and support creative enterprise development in Brisbane. **Including:** a focus on employment creation for small business, as well as tourism, production, education and events industries.

Support the growth of nurturing environments that allow creative entrepreneurs and artists to start new enterprises. **Including:** growing sustainable support structures for self-funded programs and projects through coordinated training, shared services, networking and mentoring opportunities.

**Actions**

**Continue existing:**
- Urban Renewal Brisbane projects
- Visible Ink spaces.

**Prioritise:**
- digital strategy actions.

**Extend and revise:**
- review organisational support to develop organisational development grants for small to medium enterprise creative industries. Grants tied to organisations reaching their next stages of growth
- review Council’s sponsorship program to support new enterprise development, with longer-term partnership approaches to facilitate forward planning
- review Creative Sparks Grants to include entrepreneurial enterprise category
- extend support for organisations supporting creative enterprise start-ups and use sister city relationships to extend impact internationally
- map and monitor creative enterprise development in the city
- engage Brisbane’s cultural sectors, encourage their digital capabilities and leverage their role as rigorous early adopters of new technology.

**Initiate:**
- develop creative enterprise focus in Council to partner, support and facilitate the development of emerging creative enterprises
- engage in select support in Brisbane’s signature small companies and events, focussed on supporting them to achieve the next level of development, and their presentation to interstate and international audiences.
- facilitate with relevant stakeholders a Creative Enterprise Leadership Hub, providing business support, internship support and co-working spaces for creative industries start-ups.
Target 6: Highly regarded products.

Strategies
Partner with private sector to increase the amount of space available for creative start-ups.
Including: continuing to explore opportunities to encourage artist living, working, co-working, incubator and retail spaces.

Actions
Extend and revise:
- maintain and grow support for cultural venues to support professional creative output, specifically to promote and exhibit local creative output
- support the major arts and cultural organisations to share statistics and to develop collaborative marketing and programming opportunities.

Initiate:
- marketing support for the city’s cultural venues to raise the profile of Brisbane’s creative and cultural offering
- develop a city-wide communication strategy for all vibrant city activities.
Goal 3: enthusiastic city.

- An enthusiastic city achieves stronger leadership, coordination and support.
- New connections between people, actions, ideas and networks form a richer creative ecosystem.
- Collaborations between industry, government, education and community achieve stronger outcomes together.

Target 7: Shared and inspiring ideas.

**Strategies**
Integrate digital, entrepreneur and creative strategies in order to encourage collaboration, information exchange and networks, and to stimulate creativity in the economy.

**Including:** strengthening the advocacy for investment in Brisbane’s creative start-ups.

Build community knowledge by partnering on research projects to guide policy and investment strategies.

**Including:** ensuring that Council’s Creative Communities team monitors and reports on the progress of the Creative Brisbane Creative Economy 2013-22 strategy.

**Actions**

**Continue existing:**
- Brisbane Economic Development Plan 2012-2031
- draft new City Plan.

**Prioritise:**
- Library Writers in Residence program
- integration of the city’s cultural elements, events and infrastructure into the Brisbane Marketing ‘Visit Brisbane’ website.

**Extend and revise:**
- increase promotion of entrepreneurship and innovation as part of Brisbane’s business culture and advocate for investment of Brisbane creative enterprise
- create a database to extend register of local creatives (for employment, tendering, brokering opportunities)
- increase the number of free workshop programs across Brisbane, supporting initiatives to share knowledge, ideas and creative know-how
- publish and distribute short ‘how to’ guides on navigating processes, e.g. ‘run an event’, ‘start a market’, ‘open a pop-up space, bar, café and gallery’
- pursue sister cities cultural exchange opportunities.

**Initiate:**
- partner with private sector and other grant agencies to create entrepreneurship and leadership places, where internships, work spaces, business ladder opportunities, and mentoring opportunities are offered.
Target 8: Collaborative partnerships.

Strategies
Form collective advocacy partnerships which will engage both the corporate sector and other levels of government with creative industries.
Including: linking creative Asian platforms with local business communities.

Investigate models for the provision of arts and cultural facilities in partnership with the Queensland Government, Australian Government and other partners.

Actions
Extend and revise:
- Council staff to apply creative strategy lens to continuing Council activities, monitoring and reporting on the progress of the strategy.

Initiate:
- establish Lord Mayor’s Creative Brisbane Advisory Board, comprised of corporate, public and not-for-profit sectors, to meet periodically and discuss opportunities for partnership development.
Target 9: Responsive infrastructure.

Strategies

Ensure cultural precincts/facilities are considered as part of future major developments through private industry partnerships.

Including: conducting a comprehensive citywide inventory of existing spaces for cultural and creative uses.

Support business and the public’s increased use of both unused and public spaces to inspire and accommodate the creative community.

Including: Council showing leadership by optimising its assets for creative and cultural uses (e.g. libraries and community halls).

Optimise connectivity between cultural precincts and events through public transport.

Actions

Continue existing infrastructure provision, including:

- Museum of Brisbane
- Sir Thomas Brisbane Planetarium
- community halls
- Brisbane Powerhouse
- Riverstage
- Roma Street Parkland Amphitheatre
- City Hall
- libraries
- town and community halls
- South Bank Parklands
- artistic exterior design of CityCats
- moving galleries on buses.

Prioritise:

- refitting community halls for greater community and business uses, e.g. with PA and light systems
- gain greater utilisation of existing assets, e.g. libraries for creative economy use
- investigate affordable working spaces for small to medium enterprises in the creative sector.
FIVE: Strategic Assessment.

The Creative Brisbane Creative Economy 2013-22 strategy is tasked to strengthen the city’s liveability as a vibrant creative hub and to ensure Brisbane will be the premier location for talent to live, work and play; a city to raise families, develop careers and economic potential. The goals and strategies represent a long-term framework for future policies, plans and initiatives.

As a response to the Brisbane Economic Development Plan 2012-2031, Creative Brisbane Creative Economy 2013-22 goals will incorporate into larger city aspirations. This strategy umbrellas current city intention for major events, digital, entrepreneurial and cultural plans, and integrates with the Brisbane City Centre Master Plan, draft new City Plan, and Brisbane Vision 2031.

While there are many ways and means to monitor the strategy’s success, there are certain observable features that would help us gauge impact:

- an increase in new enterprises
- an observable improvement in graduate retention rates
- higher resident and visitor spending on cultural activity
- increased corporate involvement in the local creative sector
- city improvements in public art and architecture
- increased use of public space
- cultural facilities and workspaces appearing in mixed-use developments.
With strategy aspirations to be realised over a long duration, the strategy progress will be tracked using market research tools and monitored against high-order key result areas.

Goal 1: expressive city.

**Key Result Area 1**

*Brisbane residents and visitors rank the city highly on culture and lifestyle.*

*Is the city expressive? Do we value vibrancy? Does our creative message match the Brisbane experience? Would you recommend Brisbane to others? Could you live here permanently?*

Goal 2: energetic city.

**Key Result Area 2**

*Businesses rate city highly in its responsiveness to business needs.*

*Is the creative sector growing in productivity, confidence, and connectivity?*

Goal 3: enthusiastic city.

**Key Result Area 3**

*Businesses rate city highly in creativity and vibrancy.*

*Is Brisbane more vital and vibrant, and is it easier to attract talented labour?*