

Strategic Focus	Headline Strategies	Key Actions	Why Do It	Principal Partners
Foundations	Create an 'Oversight' JAG	<ul style="list-style-type: none"> • Preliminary meeting between the four lead organisations • Agree on group composition • Exchange views on strategy content and direction • Agree on allocation of roles & responsibilities • Consider human resource requirements • Create list of people resources • Setup Terms of Reference for initial JAG's agreed upon 	<ul style="list-style-type: none"> • Test the will to drive the strategy • Allocate responsibilities • Create clarity of purpose and clear direction for the JAG's • Initiate a platform for collaboration 	<ul style="list-style-type: none"> • Arts Nexus • TTNQ • Cairns Regional Council • Advance Cairns
Image & Positioning	Develop positioning statements & suitable imagery for TNQ cultural tourism	<ul style="list-style-type: none"> • Review current market research • Conduct focus groups with visitors, tourism & cultural sectors through a JAG focused on this subject • Engage & consult with TQ and Tourism Australia 	<ul style="list-style-type: none"> • Build the profile presently absent • Ensure positioning reinforces the 'TNQ Brand' • Provide the basis for consistent marketing & marketing collateral • Provide the foundation for a marketing plan in the longer term 	<ul style="list-style-type: none"> • TTNQ lead • Tourism Qld • Arts Queensland

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Access & Awareness	Promote the consistent use of positioning material by all stakeholders	<ul style="list-style-type: none"> • Media campaign • Periodic circulation to TTNQ & Arts Nexus members, plus key businesses across TNQ • Development of style / branding manual 	<ul style="list-style-type: none"> • Consistency in message delivered to consumers 	Oversight JAG
	Develop an agreed information portal for visitors and the tourism industry	<ul style="list-style-type: none"> • Develop draft specification in consultation with the tourism industry • Workshop with stakeholders with existing / planned 'portals' encompassing tourism data • Agree on 'Ownership' structure for portal • Agree on design and data updating procedures • Develop sponsorship & distribution channels for weekly hard copies of 'what's on' – To include: <ul style="list-style-type: none"> ○ Tour desks ○ Accommodation houses ○ Taxi & public transport companies ○ Hire car companies 	<ul style="list-style-type: none"> • Provide easier access to information for consumers & tourism industry • Build cultural sector market • Provide visitors with more memorable moments through cultural experiences • Meet emerging demand for shorter, lower cost activities as compared to full day tours • Provide access to information for those likely to refer visitors to activities 	Advance Cairns

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	Run a periodic cultural 'Industry Trade Event'	<ul style="list-style-type: none"> • Scope & design the event • Source funding / sponsorship support • Appoint event organiser • Facilitate engagement with taxi & public transport operators 	<ul style="list-style-type: none"> • Raise tourism industry personnel awareness of industry capacity & opportunities • Create collaborative opportunities 	<ul style="list-style-type: none"> • Arts Nexus • Cultural industry producers generally
	Provide cultural producer access to tourism industry information & networking through a membership arrangement with Arts Nexus	<ul style="list-style-type: none"> • Negotiation of terms and conditions between the two stakeholders • Marketing and promotion of the connection 	<ul style="list-style-type: none"> • Raise cultural producers' awareness of the realities and requirements of the tourism industry • Create collaborative opportunities 	<ul style="list-style-type: none"> • TTNQ • Arts Nexus
	Pursue a TNQ regional approach to utilisation of cultural assets through the ROC and ROCCY	<ul style="list-style-type: none"> • Distribute this strategy • Present the case to a meeting of ROC • Present the case to a meeting of ROCCY 	<ul style="list-style-type: none"> • Local Government controls most cultural & historical sites & assets in the region • Cairns alone does not have access to a good proportion of the region's cultural assets • TNQ has a big story to tell, rivaling the American 'Wild West'. Less than a cohesive approach weakens its strength & potentially confuses target markets 	<ul style="list-style-type: none"> • Cairns Regional Council • TNQ Local Governments

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	Develop a regular periodic prize for the best literature based on a TNQ theme	<ul style="list-style-type: none"> • Scope the concept with TNQ writers • Develop framework • Attract support • Organise and run, say every three years 	<ul style="list-style-type: none"> • Attract international awareness & attention build profile for the big stories embedded in the TNQ region • Build opportunities for TNQ writers 	<ul style="list-style-type: none"> • James Cook University
Museums & Galleries	Attract public support across TNQ for an iconic regional museum	<ul style="list-style-type: none"> • Develop media campaign to publically present the case for a regional museum, as part of a cultural precinct, (once the feasibility study is complete) • Canvass expressions of support from cultural and tourism sector organisations • Canvass expressions of support from high profile cultural producers & historians • Canvass expressions of support from Aboriginal, Torres Strait and regional multi-cultural organisations 	<ul style="list-style-type: none"> • Provide visitors with more memorable holiday experiences • Tap into a strong area of visitor interest • Increase the chance of achieving a TNQ museum 	<ul style="list-style-type: none"> • Oversight JAG • Qld Regional Museums & Galleries Assn.
	Develop the operational model for the regional museum around a 'hub and spoke' framework	<ul style="list-style-type: none"> • Review the status of all TNQ museums & collections • Collaborate with the tourism industry, ROC & ROCCY to 	<ul style="list-style-type: none"> • Foster dispersal of visitors & economic flow on effects across TNQ • Increase the viability of 	<ul style="list-style-type: none"> • Qld Museum • Qld Regional Museums & Galleries Assn

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		<p>identify priority sites & collections for presentation as cultural tourism experiences</p> <ul style="list-style-type: none"> • Foster development / interpretive projects for priority sites identified as having strong potential, but currently under-presented • Development curatorial and presentation standards expected • Provide training for volunteers & others • Provide marketing collateral and referral services to regional museums & significant sites 	<p>existing museums and cultural exhibits</p> <ul style="list-style-type: none"> • Facilitate development of new, market focused, cultural tourism experiences 	
	<p>Plan for & foster the development over time of a 'creative industry precinct' or precincts.</p>	<ul style="list-style-type: none"> • Support Cairns Regional Council strategies and Arts Nexus advocacy for affordable studio space for artists • Consult the creative industry sector as to its needs for development & ideal specification for production 	<ul style="list-style-type: none"> • Fill the need of emerging talent to find affordable space • Create a cluster effect where creative people gather, learn and feed off ideas through face to face interaction 	<ul style="list-style-type: none"> • Cairns Regional Council • Arts Nexus

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		<p>spaces</p> <ul style="list-style-type: none"> Identify suitable sites for development Secure site/s over time for use as such precinct/s 	<ul style="list-style-type: none"> Evolve critical mass and reputation such that it attracts talent from outside the region and creates a virtuous circle of success create opportunity for the precinct to itself become a tourism asset for TNQ 	<ul style="list-style-type: none"> Qld Department of Employment, Economic Development & Innovation
	<p>Include an analysis of the advantages / disadvantages & practicality of co-locating the Cairns Regional Gallery in the 'cultural precinct' under consideration for Cairns</p>	<ul style="list-style-type: none"> Discussion with Cairns Regional Council Commission analysis 	<ul style="list-style-type: none"> Create a 'south bank' effect for Cairns Reduce costs through shared facilities (Especially transport access and loading / unloading facilities for displays, sets, equipment etc Create a concentration of flow on effects for peripheral businesses (Coffee shops, restaurants, memento merchandising) 	<ul style="list-style-type: none"> Cairns Regional Council
	<p>Investigate practicality of opening fine art galleries as evening attraction & packaging with restaurants</p>	<ul style="list-style-type: none"> Initial discussion between gallery operators Meetings with possible partners 	<ul style="list-style-type: none"> Contribute to meeting reported demand for evening entertainment activities in Cairns 	<ul style="list-style-type: none"> Cairns Regional Council Kick Arts

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			<ul style="list-style-type: none"> • Test program for ability to increase Gallery revenues • Increase visitor satisfaction with TNQ as a destination 	
	Facilitate development of a 'walk to art' cultural tourism product	<ul style="list-style-type: none"> • Discussions with gallery owners • Scope possible walk • Identify suitable operator / guide/s • Meetings with possible food & beverage partners 	<ul style="list-style-type: none"> • Leverage new tourism product from under-utilised public art • Create incentive for higher standards in private galleries • Increase revenue streams for the tour operator • Increase visitor satisfaction with TNQ as a destination 	Cairns Regional Council
	Support UMI Arts in development of a quality showcase for TNQ Aboriginal & Torres Strait Islander art	<ul style="list-style-type: none"> • Workshop with UMI Arts where effective areas of support may be developed • Through UMI Arts support development of a network of TNQ Indigenous organisations & art galleries 	<ul style="list-style-type: none"> • Fill a gap in presentation of quality TNQ Indigenous art • Showcase local artists & improve their opportunities & income levels • Contribute to better understanding and differentiation of TNQ sourced Indigenous art • Showcase venues / galleries 	Oversight JAG

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			that feature TNQ Indigenous fine art	
Historical & Heritage Sites	Develop clear themes that characterize the story of the region and its people	<ul style="list-style-type: none"> Facilitate collaboration between stakeholders with historical, heritage, museums & tourism expertise Test market appeal of proposed themes 	<ul style="list-style-type: none"> Provide a clearer reference framework for cultural tourism product development Optimise market appeal Create clarity & strength in consistent marketing messages 	<ul style="list-style-type: none"> Qld Regional Museums & Galleries Assn. Qld Museum TTNQ
	Undertake analysis, with key stakeholders, of historical & heritage assets across TNQ as to their strength as cultural tourism assets	<ul style="list-style-type: none"> Refer to & refine the areas for testing from those suggested in Part B of this strategy (Pages 63 - 64) Seek a list of suggested key assets from stakeholders – historical societies, regional councils, asset owners & others, rated against the key criteria developed Conduct further research & analysis Workshop outcomes with direct stakeholders plus tourism industry 	<ul style="list-style-type: none"> Allocate scarce resources more effectively Optimise chances of creating attractions with strong appeal Build a collaborative, cohesive regional approach & a regional vision 	<ul style="list-style-type: none"> TTNQ Qld Regional Museums & Galleries Assn. Historical Societies Tourism / business development specialists

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	Facilitate support for development, presentation & promotion of those assets with most potential	<ul style="list-style-type: none"> • Develop business case • Develop staged implementation strategy • Seek private and public sources of support 	<ul style="list-style-type: none"> • Create facilities that optimize returns for the region & any operators 	<ul style="list-style-type: none"> • TTNQ • Dept. Employment, Economic Development & Innovation
Performing Arts	Encourage participation by performing arts venues & companies across TNQ in the recommended 'portal' site and collaborative marketing of 'cultural things to do'.	<ul style="list-style-type: none"> • Series of meetings & workshops to identify requirements and organisation reservations 	<ul style="list-style-type: none"> • Raise awareness & facilitate access on the part of tourists • Build audience & revenue streams • Support longer seasons • Attract more headline acts to the region over time 	<ul style="list-style-type: none"> • Portal host organisation
	Develop a JAG to address the issues associated with live music at venues across TNQ	<ul style="list-style-type: none"> • Research Fortitude Valley as a case sample • Identify all agencies with an interest & facilitate the participation of all • Link with 'unique venue' strategy below to facilitate professional development & quality performance • Link with public performance strategies supported by Councils to build professional development & quality 	<ul style="list-style-type: none"> • Address the risk of TNQ being seen as 'boring' in the evening • Create a collaborative environment to clarify & resolve cross-agency matters • Build opportunities & public profile for emerging talent 	<ul style="list-style-type: none"> • Cairns Regional Council • Regulatory agencies • Venues

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	Build & promote advantages of seeing performing arts in TNQ based on the 5 barriers & strategies to address these drawn from national research (Part B page 65)	<ul style="list-style-type: none"> Initial research by individual venues Workshop of collective findings & proposed strategies 	<ul style="list-style-type: none"> Optimise appeal of TNQ performance and venues Build audience & increase revenues 	<ul style="list-style-type: none"> Arts Qld Arts Nexus Performing Arts venues
	Facilitate collaboration across compatible groups of unique venues to present live performance	<ul style="list-style-type: none"> Identify venue owners / operators Test the concept, with venues, associated with market research Create dialogue with performers Form a management group for operation of the concept if found viable. 	<ul style="list-style-type: none"> Facilitate spread of live entertainment beyond the immediate Cairns area Better utilise interesting venues Take advantage of unique venue qualities to create memorable experiences Provide more development opportunities for TNQ performers 	<ul style="list-style-type: none"> Arts Nexus PALM Venues
	Facilitate a tourism 'product review team' exercise/s in collaboration with cultural venues across TNQ with plans for new cultural tourism product	<ul style="list-style-type: none"> Discuss with venue/s Recruit members for the review team Develop packaging as may be appropriate 	<ul style="list-style-type: none"> Facilitate greater mutual awareness & collaboration between a key cultural asset with resources & potential & the tourism industry Create packaging opportunities 	TTNQ

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	<p>Re-develop and re-focus entertainment provided in City Place & Cairns Esplanade</p>	<ul style="list-style-type: none"> • Support relevant strategies in Cairns Regional Council Strategy • Trial evening entertainment • Consider broad recruitment strategies as per those suggested in the body of this strategy 	<ul style="list-style-type: none"> • Align entertainment to when there is a peak of visitors in the CBD • Address concerns that there is not enough to do for visitors in the evening • Create atmosphere & interesting experiences for visitors and locals • Further differentiate TNQ • Provide an avenue to development of performers • Provide a platform to showcase & raise awareness of performance & tourism performance product experiences available • Provide flow on benefits for restaurants & retailers 	<p>Cairns Regional Council</p>
	<p>Assess the feasibility and value of a free wireless hot spot in CBD's of TNQ major tourism destinations</p>	<ul style="list-style-type: none"> • Assess impact on commercial businesses • Undertake basic primary market research with young visitors 	<ul style="list-style-type: none"> • Bring City Place to life as a young cultural precinct during the day • Utilise an existing asset • Produce flow on effects for CBD traders 	<ul style="list-style-type: none"> • TNQ Local Governments

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	Develop a program to profile creative people in, or from the region – targeted at national & international audiences	<ul style="list-style-type: none"> • Develop a target list • Determine if agreeable to be included in the program • Engage with travel writers programs • Develop marketing strategy in collaboration with the tourism industry 	<ul style="list-style-type: none"> • Contribute to building national & international profile for the quality of TNQ cultural tourism experiences • Provide additional profile and recognition of talented TNQ residents 	TTNQ
	Provide the opportunity for creative professionals across the region to participate in JAG's	<ul style="list-style-type: none"> • Develop an extensive list of creative industry professional with appropriate experience / skills • Use data base as a primary source for invitations to participate in JAG's 	<ul style="list-style-type: none"> • Tap experience & innovative thinking • Foster collaboration & mutual understanding between cultural & tourism sectors • Produce opportunities for development of new cultural tourism experience 	Oversight JAG
Indigenous Based Tourism	Undertake market research into the value of differentiating features of TNQ Aboriginal culture	<ul style="list-style-type: none"> • Meeting with Aboriginal stakeholders to draw out differentiators & test ideas • Develop scope for appropriate market research • Review existing research 	<ul style="list-style-type: none"> • Test opportunities for adding to the appeal of TNQ Aboriginal product 	<ul style="list-style-type: none"> • TTNQ • UMI Arts • Tourism Qld

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	Facilitate a higher profile for Torres Strait Islander culture in Cairns	<ul style="list-style-type: none"> Facilitate discussion between Tjapukai & Torres Strait Islander performance troupes and performers Engage in discussion with those implementing the Cape York & Torres Strait Tourism Action Plan (including Tourism Queensland) 	<ul style="list-style-type: none"> Build awareness of TSI culture & visitor flows to that region Provide more opportunities for TSI cultural tourism performers 	<ul style="list-style-type: none"> Gab Titui Torres Strait Regional Authority Dept Employment Economic Development & Innovation
	Determine the potential of language as a regional differentiator	<ul style="list-style-type: none"> Workshop with Indigenous people Action plan 	<ul style="list-style-type: none"> Increase differentiation & appeal of TNQ as a destination 	<ul style="list-style-type: none"> Oversight JAG ROCCY Yarrabah Council Mossman Gorge Community Tjapukai & associated clans UMI Arts
	Settle upon a standard & framework for welcome to country rituals	<ul style="list-style-type: none"> Workshop with Indigenous people Development of agreed protocols Promulgation & promotion of protocols 	<ul style="list-style-type: none"> Increase meaning & effect of the ritual Provide appropriate respect to the Traditional owners Add to the sense of occasion on the opening of meetings & events 	As above

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Cultural Events	Support Local Government strategies in this area	<ul style="list-style-type: none"> Assist in facilitating broad input from appropriately talented people 	<ul style="list-style-type: none"> Increase available resources Foster mutual understanding & collaboration Optimise outcomes from strategies 	<ul style="list-style-type: none"> Qld Events Arts Nexus Qld Department Arts Qld TNQ Local Government
	Support Arts Nexus Festlinx project	<ul style="list-style-type: none"> Confer with Arts Nexus Develop support action plan Raise awareness & link with related initiatives. (E.g: Arts Yakka site & resources) (www.artsyakka.com) 	<ul style="list-style-type: none"> Increase available resources Foster mutual understanding & collaboration Optimise outcomes from strategies 	As above, plus <ul style="list-style-type: none"> Festivals & events organisers
	Facilitate dialogue between Arts Nexus & Cairns Regional Council as to festival development & support strategies	<ul style="list-style-type: none"> Confer with Council Develop support action plan 	<ul style="list-style-type: none"> Increase available resources Foster mutual understanding & collaboration Optimise outcomes from strategies 	<ul style="list-style-type: none"> Cairns Regional Council Arts Nexus
	Review the 1997 report on TNQ event development	<ul style="list-style-type: none"> Incorporate ideas with merit into current strategies 	<ul style="list-style-type: none"> Act on ideas of merit 	As above
Café Culture	Workshop with restaurants opportunities for packaging with other	<ul style="list-style-type: none"> Workshop Build relationships Develop & promote packages 	<ul style="list-style-type: none"> Enhance & differentiate dining experiences 	

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	experiences			
	Support Cairns Regional Council strategies under 'Urban Vitality & Suburban Improvement'	<ul style="list-style-type: none"> • Confer with Council • Develop support action plan 	<ul style="list-style-type: none"> • Create atmosphere & enhanced experiences for visitors to CBD areas 	Oversight JAG
Souvenirs & Mementos	Support an annual (or bi annual) TNQ specific 'memento' style awards program	<ul style="list-style-type: none"> • Consultation with key stakeholders, including: <ul style="list-style-type: none"> ○ The Tanks Art Centre ○ Kuranda Arts Coop ○ Kickarts • Scope program • Attract sponsors / funding • Attract manufacturers 	<ul style="list-style-type: none"> • Increase regional capacity to provide uniquely TNQ souvenirs • Contribute to TNQ profile & marketing through gifts taken home 	<ul style="list-style-type: none"> • TTNQ • Arts Queensland • Arts Nexus
	Analyse feasibility & opportunities for development of supply chains to produce more affordable, authentic TNQ made tourism mementos	<ul style="list-style-type: none"> • Market analysis • Capacity audit • Facilitation of collaborative production 	<ul style="list-style-type: none"> • Increase regional capacity to provide uniquely TNQ souvenirs • Contribute to TNQ profile & marketing through gifts taken home • Build artisan & production capacity 	<ul style="list-style-type: none"> • UMI Arts • Community arts & cultural centres • Kuranda Arts Coop • Kickarts • Arts Qld
	Establish a market place website for event organisers & others to	<ul style="list-style-type: none"> • Design site in consultation with potential users 	<ul style="list-style-type: none"> • Better link demand with supply capacity • Contribute to business 	Arts Nexus

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	post specifications and invitations for supply of unique product		development of artists & artisans	