

STRATEGIC PLAN

2025–2029



CROSS **ROAD**
ARTS

CROSSROADARTS.COM.AU



ACKNOWLEDGEMENT OF COUNTRY

Crossroad Arts acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of Australia. We deeply respect the Traditional peoples ongoing connection to Country and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples. We acknowledge over 75,000 years of living culture and knowledge and the country on which we create our work, tell our stories through art making and where we live.

In Mackay, we acknowledge the Yuibera and Yuwi peoples and their Elders past, present and emerging.

We also recognise the Australian South Sea Islanders and the injustices and discrimination the community has suffered for over a century. We recognise that Australian South Sea Islanders are proud of their heritage and that they continue to maintain their identity and links back to their island homelands.

“ We are an infectious bunch, full of laughter and fun tackling social issues with a smile, a warm hug and a little intensity. ”

Sacha Lagaluga
Future is us Artist



UNLOCK THE CITY 2024
Photo credit: Leah McLean Photography

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EXECUTIVE SUMMARY

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COMPANY OVERVIEW

Crossroad Arts is a conduit, broker and facilitator of contemporary arts practices that are inclusive, self-determined and community engaged. We have been building on this work for over twenty five years. We are fiercely and passionately of and from regional Queensland - both as an organisation, as community members and artists. We strive to enact change through action in order to achieve our vision of Arts for All and will continue to lead and champion equal representation for all artists.

Our highly visible work continues to agitate, spark discussion and promote Mackay as a place where art is made and shared by artists and creatives who have a unique story to share.

We don't label or require people to identify with a particular lived experience - our focus is on removing barriers to ensure everyone can participate. This is what we mean by Arts for All because as we know, this is often not the case.

We are focused on:

- Our disability-led model and recognising our Inclusive Arts Advisory Group and key artists as the leaders of the creative vision
- Increasing job opportunities and paid employment for artists and creatives in Mackay
- Linking emerging artists into the arts and cultural sectors and broader environment - something that only Crossroad Arts provides in the Mackay region
- Showcasing visible, challenging and inclusive art led by artists with disability

- Professional development and training activities including artistic, operational and governance opportunities for next generation leaders
- Advocacy and engagement focused on accessible creative experiences
- Seeking out and building the audiences of the future
- Speaking out, speaking up and raising the bar for and with artists who are fighting to be heard.

All of the artists at Crossroad Arts face more complex barriers to career entry, access to art-making and professional development - we will work to address this through free and subsidised programs, advocacy to service providers and by leading the way.

We create work that calls people to action - see us, hear us and be with us.

“
*By sharing our lived experience
to the general public, we can
contribute to making a more
accepting and accessible society*

”
*Hahn Izard
Inclusive Arts Advisory Group*



GLOSSARY = WHAT WE MEAN

We want to avoid buzzwords and medical models at Crossroad Arts. To make sure you understand why we use certain words, we have listed some below:

Social Model of Disability

At Crossroad Arts, our work is informed by the Social Model of Disability. The Social Model holds that a person isn't 'disabled' because of their impairment, health condition, or the ways in which they may differ from what is commonly considered the medical 'norm'; rather it is the physical and attitudinal barriers in society – prejudice, lack of access adjustments and systemic exclusion – that disables people.

Access and Inclusion

Access can be thought of in terms of accessible toilets, ramps, Auslan interpreters, quiet spaces, alternate formats for information whereas inclusion is about attitudes, so how someone feels during an interaction and whether they feel welcomed and their access requirements have been considered.

Art

At Crossroad Arts, we use the term 'art' which covers the range of creative and cultural activity - performance, visual arts, writing and experimental works are what we love most. Original devised performance is our favourite. We also love making work in the streets, in public - this is our art making.

Arts and Disability

Disability Art is artwork made by people with disability or who are d/Deaf that comes from an experience of being disabled and that has references to disability. Not all artists with disability or who are d/Deaf make work about this experience, and not all choose to identify with the Disability Art movement.

Disability Arts is a genre and an important movement in contemporary art history (just like surrealism or feminist art).

At Crossroad Arts we try to avoid labels unless someone wants to identify with a particular disability or lived experience.

"Being in the forefront of decision making, having your say and being heard when you have something to contribute. If a decision needs to be made, I want to have input." Cynthia Gregg, Inclusive Arts Advisory Group.

Community engaged practice

We prefer 'community engaged practice' rather than 'community arts,' 'community cultural development (CCD)' or 'community arts and cultural development (CACD).' Community engaged practice refers to a form of collective or collaborative creative practice that is centred around working within a community, or communities, that may result in activity, engagement or artwork together to address social conditions or issues. In our Artistic Program, these projects are under our Community Connections pillar.

When we make art we use 'community engaged practice' and in our Artistic Program we also use the term Community Connections to describe these projects and programs.

Let's be realistic, as artists and creatives, we work together to share our vision for the future and how we want to feel in the world.

d/Deaf

The 'uppercase D' Deaf is used to describe people who identify as culturally Deaf and are actively engaged with the Deaf community. Deaf with a capital D indicates a cultural identity for people with hearing loss who share a common culture and who usually have a shared sign language.

People who are Deaf often take great pride in their Deaf identity. Some do not refer to their deafness as a disability, but others do.

At Crossroad Arts to represent this we say, 'people with disability or who are d/Deaf.'

Reference: www.ai-media.tv

Disability- led

Historically, our work has been more of a collaboration between artists, communities and an Artistic Director. We are changing this model so that the Inclusive Arts Advisory Group (IAAG) and our Artists in Residence are the ones who are making creative decisions and advising the Crossroad Arts team on what the program should be.

Disability-led for us means:

- Slowing things down so we can spend more time making decisions

- Flipping the model - making sure our artists are leading the conversation
- Sharing power - representation at Board level and making sure we are listening to artists whenever we are making decisions for the organisation.

Human Rights Model

The human rights model of disability goes a step further than the social model of disability, recognising dignity as a fundamental human right and freedom. The human rights model therefore acknowledges a person's impairment as part of human diversity.

The model also acknowledges people with disability or who are d/Deaf's need for equitable support, even after social barriers have been removed, so they can enjoy their rights on an equitable basis.

Inclusive Arts

At Crossroad Arts we use the term Inclusive Arts which describes the creative collaborations between artists with disability or who are d/Deaf and artists without disability.

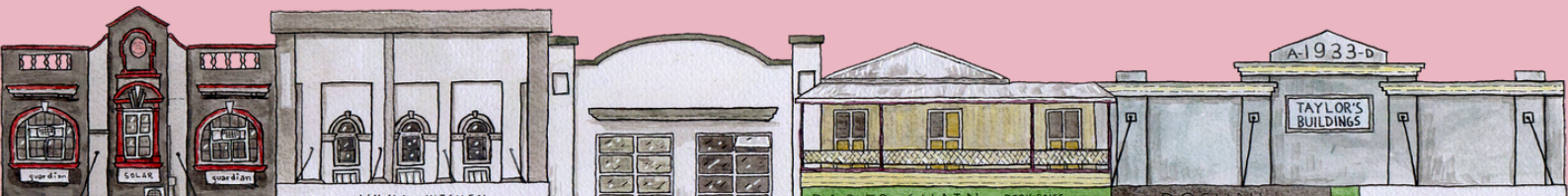
The intention is to support a mutually beneficial two way creative exchange, an exchange and collaboration that is celebrated and can result in high-quality art and creative experiences.

The aim is to work collaboratively alongside each other to smash any barriers and be truly creating together

People/ artists with disability

The language of disability changes quickly and different terms are used within and outside of Australia. We understand language is constantly evolving, so at the time of writing this definition was decided upon.

At Crossroad Arts we respect how people with disability or who are d/Deaf choose to define disability in their own way. We don't ask people to label or identify and wish that we did not have to do this for funding.



STRATEGIC PROCESS

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HOW WE MADE THE PLAN

In the lead up to making this plan we asked our artists and community over 2023-2024:

- What will Crossroad Arts look like in the future?
- How should we make decisions about our company - about our art, business and operations?
- What types of work should we make?
- How do we describe ourselves?
- Who else can we bring along?
- What are our aspirations?
- How can we make lasting change?

Our Inclusive Arts Advisory Group and key artists advised the board of their aspirations, expectations and how, as a company, we should make decisions from 2025-2029.

We found that Strategic Plan documents are not accessible - the language can be confusing when we use 'art speak'. In response, we are developing alongside this current plan, an Easy English version and a video version including one in Auslan so that everyone can pick up the document and understand what Crossroad Arts' future plan is.

From this consultation, it was also identified that Crossroad Arts artists would like to be involved in decision making across all areas of the company including: artistic vision, marketing and administration, finance, strategic vision and governance. Our artists came up with a new structure to better represent how they view Crossroad Arts and move it from a hierarchical model to a circle where our artists are centred and other key roles support them to lead the creation of their own work.

These conversations created a new pilot leadership model that will be embedded into our organisation during this strategic period called "The Future is Us". Our artists will direct the Artistic Vision and lead our programming from 2025 onwards. Whilst our artistic content has always been collaborative and responsive to our artists, "The Future is Us" will allow our artists to take on leadership positions that shape the artistic vision all the way through.

This pilot is flexible and adaptable to the needs of our artists and is also designed to provide a platform for our artists to be project ready ahead of the 2032 Olympics. Our artists are positioned to influence the sector more broadly particularly as the State Government Legacy Plan has a keen focus on Arts and Disability outcomes.

"The Future is Us" is our first stage in our Strategic Plan to create leadership pathways that are accessible and supported within our executive management. It is an ongoing conversation and a whole company approach that will respond to our artists ambitions to lead and can change as needed. There are still systemic challenges present so we hope that the learnings from our pilot will also influence the sector more widely to make things more accessible for all beyond Crossroad Arts because access is for everyone.

Our artists have a right to expect leadership pathways that include representation of people with disability or who are d/Deaf more broadly including across stakeholders like funders, decision makers and people in positions of power. For real, genuine representation; access needs to be considered and implemented across the whole sector - not just within arts organisations that currently work with those focus communities.



For this plan, we

- Held two Strategic Planning sessions with the Inclusive Arts Advisory Group, key artists, board and staff
- Held weekly informal consultation sessions with key artists and the Artistic Director for eight months in 2024. The feedback from these sessions developed "The Future is Us" pilot.
- Held a consultation session where artists advised on the Artistic Program content. This will happen annually and also informs our artistic KPIs and is attended by "The Future is Us" artists to inform their work.
- The Inclusive Arts Advisory Group reviewed the Strategic Plan language and suggested alternate formats. The Inclusive Arts Advisory Group also shaped the KPIs for this strategic period.
- The Inclusive Arts Advisory Group and key artists have presented to the Board and management staff their dreams for the future of Crossroad Arts
- Opportunities to provide feedback have been delivered in person, online and anonymously.
- Research for true access costs to support a new leadership model have been explored and budgeted. This includes Auslan interpreting and physical access but also importantly access like: time, working flexibility, changing the way we view outcome delivery and artistic, administrative and producing support.
- The Board and management staff agreed to unequivocally commit to the vision of our artists. Dedicating the support and resources required to deliver these goals is non-negotiable for us as an organisation and community.

We invite those who want to be a part of realising this vision to join us.

“
Being a disabled person who makes theatre and creative decisions is very important to me. We should be able to share our stories and create whatever kind of art we want.

I think artists with disability should have the right to make their own decisions about theatre. The future of artists with disability should be included in all parts of the arts including theatre. That way people can gain an understanding about us as human beings and understand what we have to say. This is important for the disabled community, but also for the wider community as well.

”
*Brenden Borellini
(Vale 1968-2024)
Artist in Residence and Ambassador*



VISION, MISSION AND GOALS = OUR DREAMS

Vision = What we want: Arts for all

Mission = How we will do it: We make art to change perceptions and tell stories that reflect our region

Values = What is important to us:

Our work is driven by:

- DIVERSITY:** respecting and embracing difference.
- SOCIAL JUSTICE:** access to and participation in the arts is a human right.
- FREEDOM:** to express yourself creatively and culturally.
- INTEGRITY:** acting honestly and valuing trust.
- AUTHENTICITY:** a safe place to be ourselves.
- INCLUSIVITY:** arts for all.

Goals:

- VISIBILITY:** create and share highly visible, transformative and challenging work.
- PRIDE:** engage communities to foster change, diversity, visibility and pride.
- LASTING IMPACT:** amplify a broad range of powerful voices
- RESILIENCE:** maintain a sustainable, resilient and adaptable company



“
*Free bird, free to be me,
everyone is happy to be here!
Stepping outside the box!*

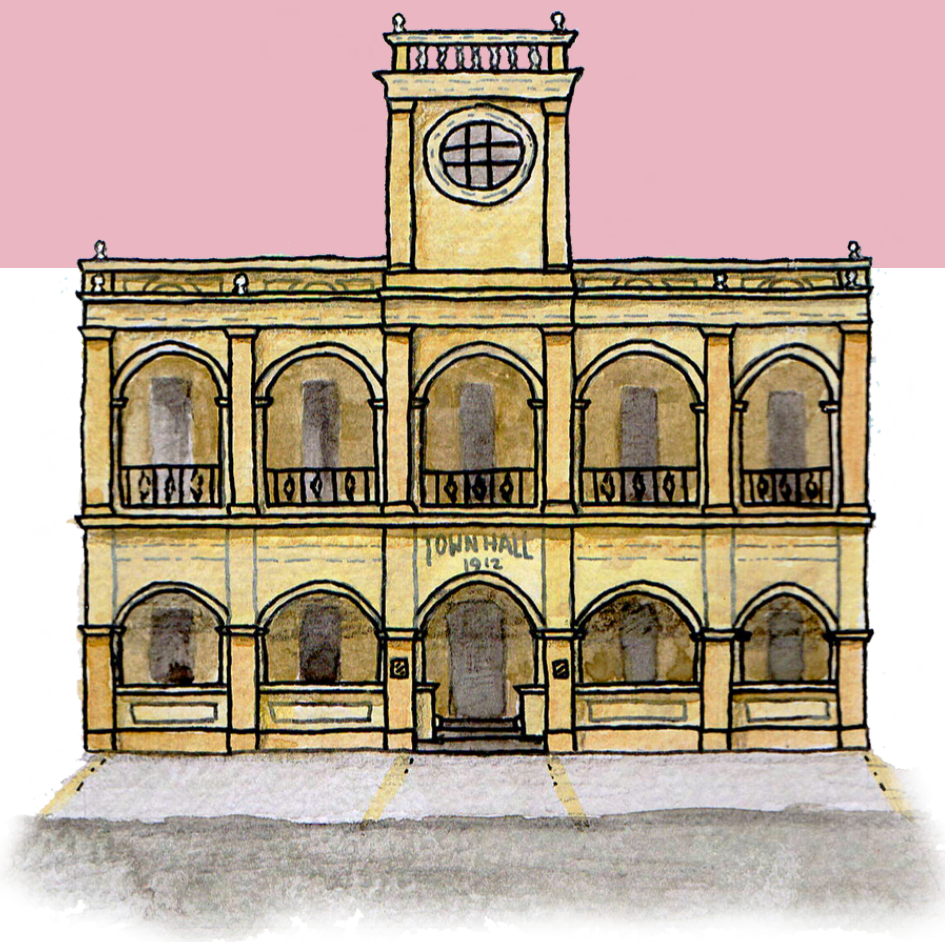
”
Georgia Knoll
Inclusive Arts Advisory Group

CONTEXT

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LOCAL

HOW WE FIT



Local/Regional

The Mackay region covers 7,622 square kilometres and is situated on the traditional lands of the Yuwi and Widi peoples. Mackay is also home to the largest population of Australian South Sea Islanders, the Australian-born descendants of South Sea Islanders first 'black birded' to Mackay in 1867 as a source of labour for the burgeoning sugar industry.

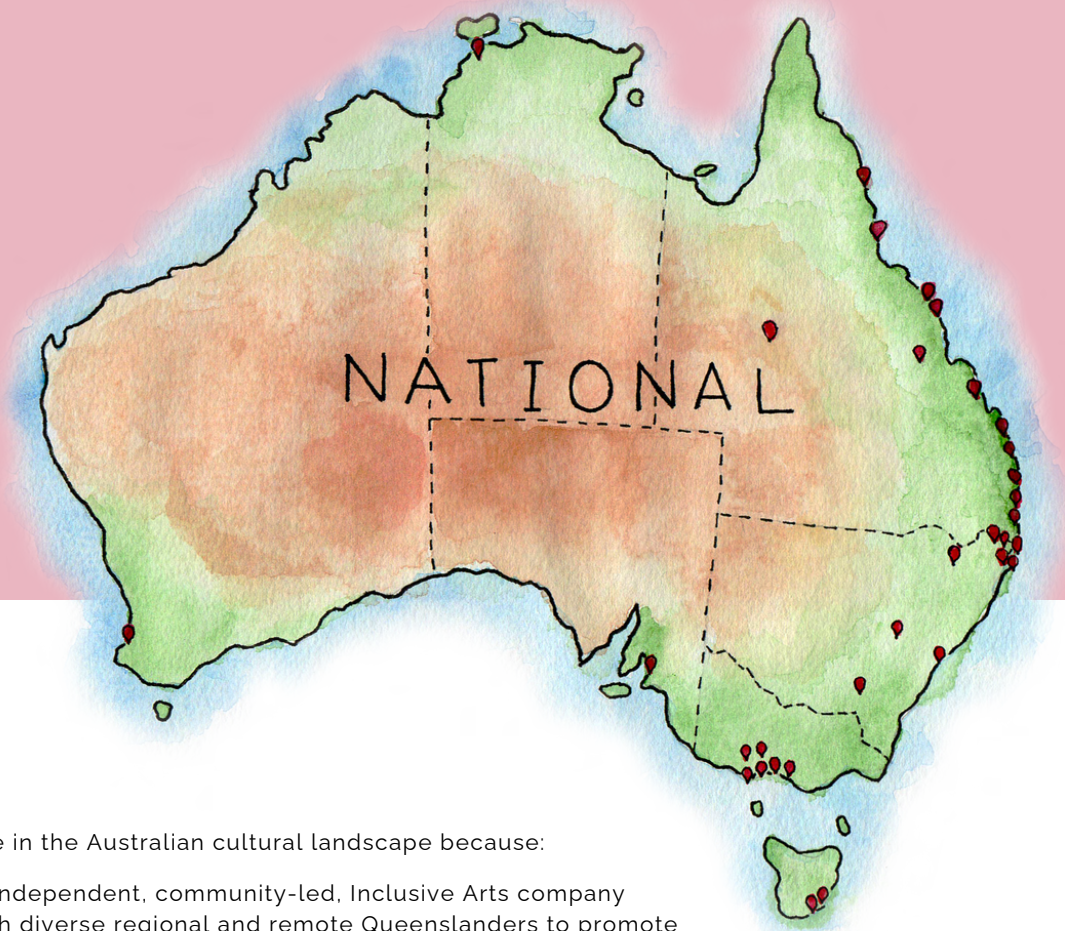
Mackay's community is impacted by shifts in local industry, particularly in the resources and agriculture industries on which our economy relies heavily. These drastic changes in our community are cyclical and are major influences, affecting job opportunities and workforce capacity in important sectors, education and health, as well as broader factors, such as house and rental prices and cost of living.* As a result of this, Crossroad Arts is realistic about growing the capacity of the organisation and adjusting to suit the needs of our community.

This includes navigating workforce availability, venue size and accessibility depending on participants and audiences. Due to our locality and tropical weather patterns, our community experiences natural disasters including drought, floods and cyclones. Our community is disaster-aware and responds collectively when we go through major weather events. Crossroad Arts uses creative recovery to articulate and respond to the issues that artists and communities are facing as we navigate post natural disaster trauma or changes in our economic disposition.

According to the 2021 census** we are 121,691 community members strong. The Mackay region has a rich diversity of people from different cultural backgrounds, many of whom have contributed greatly to shaping our communities and economy. 5% of the region's population (6,071 people) report a need for assistance with core activities due to a profound or severe disability. Our socio-demographics are also diverse, and we recognise that people living with disability in our communities need additional support to be able to engage with the arts, and to be heard through active participation and creation.

* Mackay Regional Council, Community Development Strategy, 2018-2021

** Australian Bureau of Statistics Census data, 2021



National

We are unique in the Australian cultural landscape because:

- We are an independent, community-led, Inclusive Arts company working with diverse regional and remote Queenslanders to promote their unique voice to the rest of the world through original, creative and collaborative story-telling.
- Underpinning everything that we do is the belief that creating artistic work that challenges assumptions through inclusive collaboration ultimately builds stronger communities.
- Our progressive, political ethos gives voice to alternative viewpoints and shifts perceptions of regional Queensland communities.
- Working within a community engagement framework means artists and communities with and without disability or who are d/Deaf are at the very centre of the work we produce.
- We create national professional development opportunities through C.R.U.S.H and invite people from all over Australia to make art with us
- We make award winning work with artists from across Australia and overseas



Queensland

One in five Queenslanders live with disability***many more are unable to participate in the arts due to systemic barriers. Crossroad Arts' programs, impacts and audiences reach beyond our local region into Northern and Central Queensland, and across Australia. Due to our positioning as Queensland's only contemporary Inclusive Arts organisation, we inhabit a crucial space in Queensland's arts ecology. Through our programs, we are committed to working with regional and remote Queensland communities, giving them access to the arts. Past successful collaborations with established Queensland companies such as Dancenorth, La Boite Theatre Company and Undercover Artist Festival have further strengthened our standing as a leader in inclusive arts practice in Queensland. We are one of the biggest employers in our region of artists with and without disability.

*** Australian Bureau of Statistics Census data, 2018



OUR ART

VISIBLE ~ FUN ~
CHALLENGING

WE ARE ARTISTS

We are committed to inclusion and diversity, working with people of all ages and from a range of cultural and economic backgrounds. We adopt a whole-of-person approach and work within an intersectional framework.

We collaborate with people who have little to no artistic experience, artists who are emerging and that are seeking more professional development opportunities.

We are interested in working alongside those that may 'slip through the cracks' and have a diverse range of needs.

As one of the largest employers of local artists in the region and are committed to the up-skilling, training and mentoring of local arts workers and artists in inclusive methodologies and practices.

CREATIVE PROGRAM

To make sure we have time to create work in ways that are accessible and engaged, our program is imagined in two year cycles.

We spend the first 12 months developing the ideas, undertaking the workshops, skills development and collaborations we need to imagine and re-imagine what is possible.

Then, we create the work. When we start, we don't know what it will be. Most importantly, it is a work we are proud of, a work we can tour and something that tells the stories of our artists, their place and their world view

Some of our other programs include:

- Weekly workshop program led by artists with and without disability in visual art, wearable art, theatre making and contemporary movement.
- One off workshops in different art forms for the community including young people with disability or who are d/Deaf, community events and organisations.
- 3 day contemporary performance making workshop intensive called C.R.U.S.H in partnership with Dancenorth and Undercover Artist Festival that invites artists with disability or who are d/Deaf from across Australia to attend.

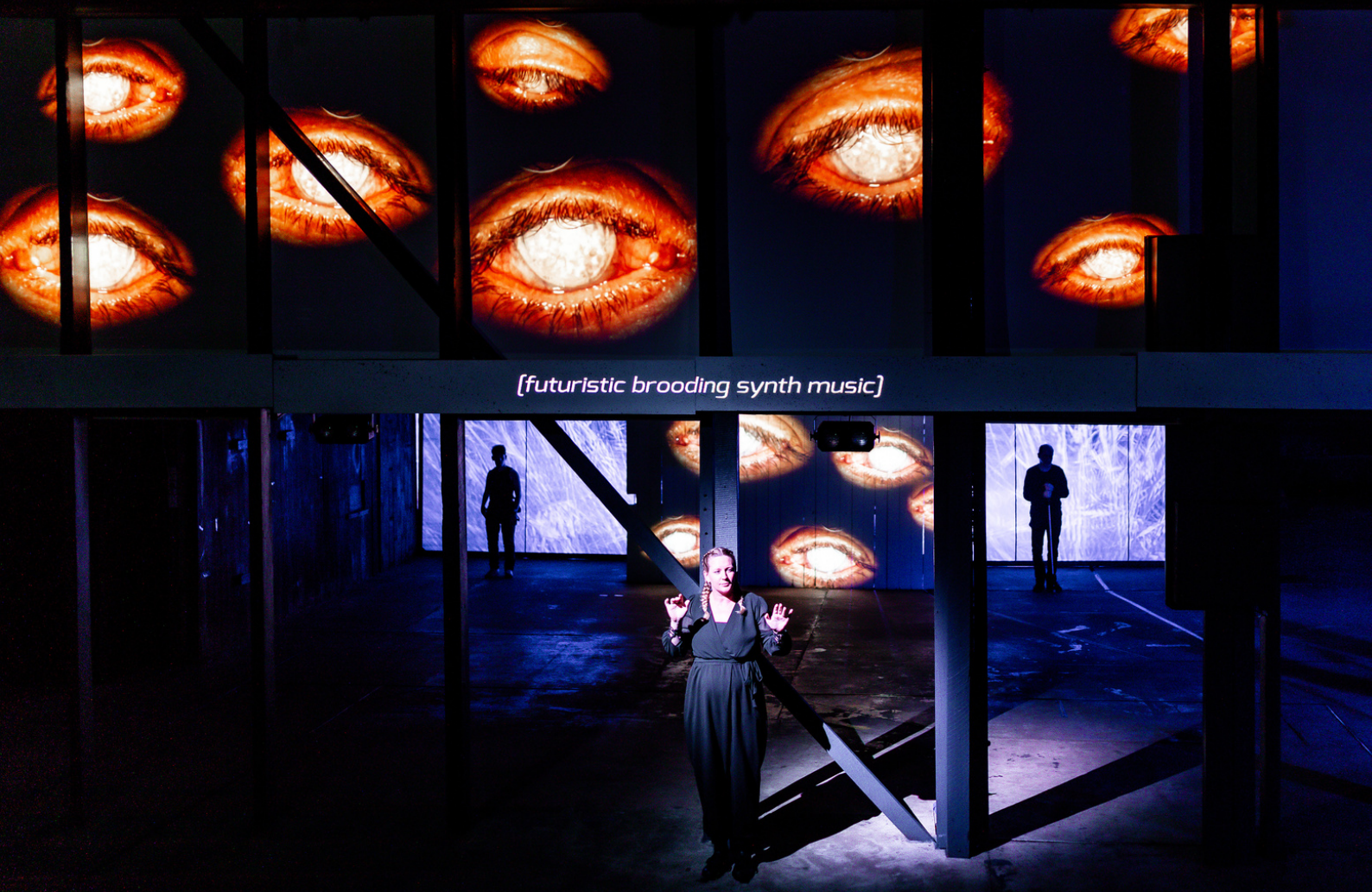
- LOOSE ENDS; a kooky, inclusive performance evening featuring performances from across the community in celebration of International Day for People with Disability.
- Two exhibitions as part of our Street View Gallery with professional development opportunities in partnership with Artspace Mackay.
- Artist in Residence and Ambassador program where artists with disability or who are d/Deaf are employed to create new work.
- Ongoing advocacy; our artists advise and share their wisdom of lived experience to the broader sector including non arts businesses, festivals, conferences and also deliver arts and disability awareness training.

Embracing the social model of disability our creative approach is delivered through:

- **Artist Development:** programs designed to ensure development for new, emerging and established artists through rigorous, skills-based training in collaboration with local, national and international artists. With artists, we produce and present new contemporary original work that prioritises stories of people with disability or who are d/Deaf.
- **Connecting communities:** using a strengths-based approach, our creative programs aim to improve physical, mental health and wellbeing and cultivate social connectedness for all participants and artists. Our programs challenge assumptions through inclusive collaboration and influence social change by building stronger, more connected communities through advocacy and art making.

“
*Art to us means everything creative
and ... everyone gets their say.*

”
Joshua Clarke
Inclusive Arts Advisory Group



We are committed to extending our reach to work in neighbouring regional and remote communities to ensure access to arts and cultural experiences with a focus on people with disability or who are d/Deaf.

- Focusing on artists and communities who live with disability or are d/Deaf, our Artistic Program from 2025- 2029 will focus on: Creating and presenting excellent community-engaged creative outputs with our focus communities.
- Highlighting important social, cultural and political issues for people in regional Australian communities through a diverse and responsive artistic program reflective of contemporary Australian voices.
- Deepening engagement with artists and audiences who live with an intellectual disability, use alternative communication and are from diverse cultural backgrounds including Aboriginal and Torres Strait Islander peoples, people with mental health conditions and invisible disability.
- Providing wide and varied access points for training and development of artists with disability or who are d/Deaf and those who are hard-of-hearing or d/Deaf locally and nationally through workshops, masterclasses and residencies with the view to gain employment within the organisation.

- Fostering the development of cultural leaders with disability or who are d/Deaf through structures that are long-term and sustainable and are considerate of individual access requirements.

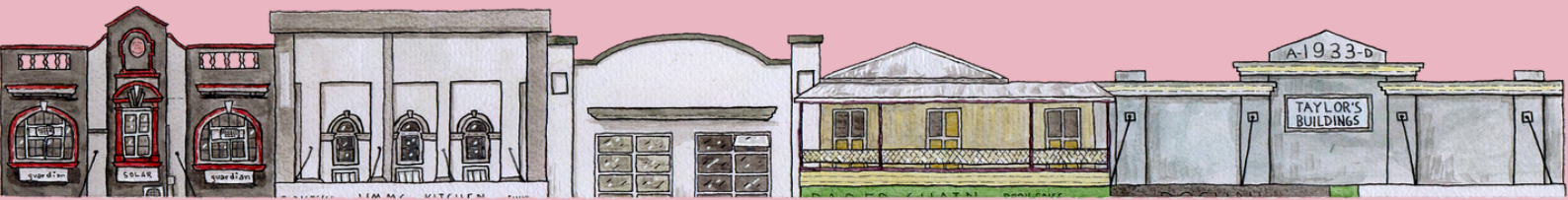
The Artistic Program will be led by "The Future is Us" artists and our Inclusive Arts Advisory Group. Once a year, all of Crossroad Arts participants, artists and community members will gather together to consult on the themes, ideas and dreams of the Artistic Program. This will inform the types of works we make.

THE WAYS WE MAKE ART

We don't see disability as something to overcome, transcend or fix. We work with the principles of the social model of disability to adopt a holistic and human rights based approach that allows us to facilitate and enable a true creative and authentic expression with all those we work with.

We take the time that is needed, slowing down the process so more people can participate and be involved in decision making.

Our work layers texture and richness to create truly inclusive and transformative contemporary performance where the fresh perspectives and lived experiences of disability challenge and redefine aesthetics.



OUR COMMUNITY

INCLUSIVE ~
ACTIVE ~ PROUD

ARTISTS

We work with Artists over a long period of time - sometimes ten years, sometimes two years but always in collaboration.

Our contributions to the community include:

- Increased health, well-being and opportunities for connection
- Safe spaces to create new work, in our own way, in our own time
- Demonstrating decision-making that is community-led
- Expand and be informed and advised by our Inclusive Arts Advisory Group and Artist in Residence Ambassador Program which will include artists with disability or who are d/Deaf to take on roles that support our creative, marketing and business development activities.
- Continue to build on our relationship with other Inclusive Arts groups in Mackay
- Continue expanding our Workshop Program to meet the needs of our focus communities
- Employ artists with disability or who are d/Deaf to facilitate, co-facilitate and design our workshops

“

It's a really great place to meet people who are caring and creative - where opportunities to express your artistic self are boundless.

”

*Community Member
Community Consultation Survey 2023*

- Engage with partners in outlier areas of our region to ensure we can provide access to our programs for people with disability or who are d/Deaf who are further isolated by barriers including transport and cost.
- Welcome groups, individuals and organisations to utilise our accessible space and maximise its central and highly visible location space
- Provide formal mentorship for local artists with disability or who are d/Deaf to build upon their independent practice to develop the sector
- Continue providing scholarships for C.R.U.S.H for artists with disability or who are d/Deaf living in regional Australia to attend our 3 day theatre making intensive and build a national network of creatives.
- Celebrate joy and creativity from a social model perspective with our focus communities.

We're excited to uncover and provide visibility to stories that often go unheard and are interested in debunking myths, smashing stereotypes and working to create positive impact within our community.

4.4 million Australians (18.3 %) are estimated to be people with disability or who are d/Deaf which is increasing due to our ageing population[^] and over 8 million people identify as having a long term health condition. The most commonly reported long-term health condition in the Australian population is a mental health condition (8.8%).^{^^}

The above statistic coupled with our regional locality which can present limited opportunities, resources and services and an increased likelihood of social and cultural isolation lead us to working with people with disability or who are d/Deaf of all ages and backgrounds living in regional Australia.

[^] Australian Bureau of Statistics Census Data, 2018

^{^^} Australian Bureau of Statistics Census Data, 2021



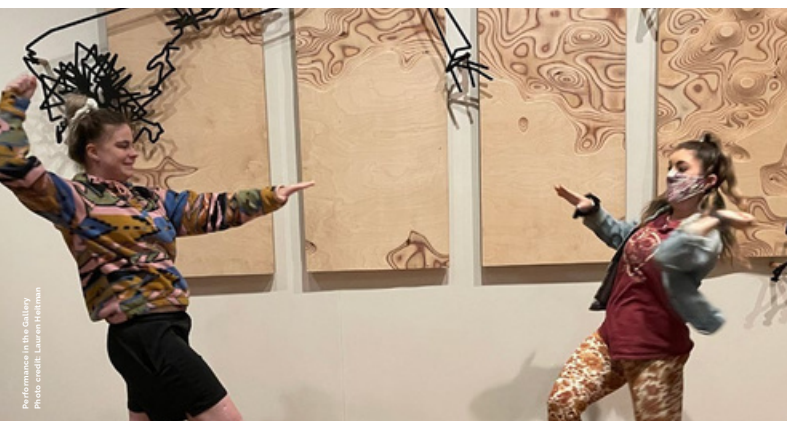
Loose Ends, 2022
Photo credit: Jim Cullen Photography



ROAR Photo credit: Alison Richardson



Radio Waves Photo credit: Alison Richardson



Performance in the Gallery
Photo credit: Lauren Hutton

Inclusive Arts Advisory Group

Our Inclusive Arts Advisory group comprises members who all have a diverse range of people with disability or who are d/Deaf.

From 2025-2029, the group will deepen and strengthen their engagement with Crossroad Arts and will become active 'agents for change' across the community. The Inclusive Arts Advisory Group will advise the organisation on the delivery of the Strategic and Artistic vision of the organisation and also support "The Future is Us" artists to ensure their work is as accessible as possible.

The group will be employed to assist with profile raising and creating connections within their specific community, e.g. a Deaf community member to engage and attract the community to events, productions, workshops etc.

Ambassador Program

Selected community members with disability or who are d/Deaf, who are artists or have an interest in the arts will be invited to become champions for Inclusive Arts and will also become 'agents for change' in the community.

Ambassadors will represent a broad range of disability i.e. sensory, physical, intellectual, invisible (e.g. neurodivergent,, mental health condition, Autism).

There will be paid opportunities in the below areas:

- Implementation of pilot disability led leadership model through "The Future is Us" where artists will shape and deliver the artistic vision in collaboration with the community.
- Speaking engagements- promoting Inclusive Arts at conferences, seminars, functions, and events including fundraising and sponsorship.
- Workshop Facilitation- designing and facilitating workshops.
- Schools engagement- speaking at schools and showcasing work.
- Devising new major performance work.

Ambassadors will also be given the opportunity to attend leadership courses and seminars where their access requirements and fees will be met.



C.R.U.S.H 2022 Photo credit:
Brenden Hayles

PARTNERS

Our authentic storytelling highlights important social, cultural and political issues for regional Australian communities through artistic expression. This is achieved through reciprocal relationships with strategic, creative and cultural partners.

We ensure partnerships target and engage groups that are often overlooked within the Inclusive Arts sector, in particular people with intellectual disability, those who use alternative communication, those with invisible disability whilst also considering intersectional identities including people who are Aboriginal, Torres Strait Islander and Australian South Sea Islander, those with ancestry, people who are linguistically and culturally diverse and people who identify as LGBTQIA+. Driving and securing strong, robust and sustainable partnerships amplifies visible, subversive and Inclusive art making.

We aim to deepen these connections with the following stakeholders:

SECTOR

Arts:

- **Leading contemporary arts organisations:** those leading in Inclusive Arts practice and organisations who are active to implement accessibility initiatives.
- **Government:** local, state and federal peak funding bodies. Direct support through funding, in kind resources including venues, marketing and advocacy across the sector as a whole.

- **Non government:** Inclusive Arts and advocacy bodies.
- **Philanthropy:** philanthropic and private sector donors invested in the sustainability and capacity of the arts sector in regional/rural Australia. Our work has been recognised by the ACNC with our endorsement as a Public Benevolent Institution.

Non-Arts:

- **Disability service providers:** advocacy, profile raising of the organisation, assist in uncovering new talents and people over 18+ who have limited day activities in a regional context.
- **National Disability Insurance Agency:** Crossroad Arts will continue exploring NDIA funds for artistic program delivery that will also develop leaders with disability in the sector.
- **Education:** through partner programs with high schools we will identify young people who are about to leave school and provide support during transition through targeted projects.
- **Tertiary:** by connecting with tertiary educational institutions, Crossroad Arts mentors and builds the capacity of artists studying Inclusive Arts and contemporary theatre methodologies. In the past, Crossroad Arts has welcomed students locally, nationally and internationally to observe and take part in our program delivery. This will include partnerships with universities who will research and evaluate Crossroad Arts artistic and strategic processes including disability led leadership models.



COMMUNITY

Arts:

- Wider community in remote or regional communities: identifying arts and cultural groups/services/events in regional Australia and providing access to professional artistic opportunities through scholarships and covering access costs for artists with disability or who are d/Deaf to attend or connect locally at events we host in Mackay.

Non-Arts:

- Businesses: non-arts businesses to create unlikely meeting points in creative works and private sector support. For example, an artist with disability occupying a tattoo shop as part of an artistic residency or a local real estate agent sponsoring project costs.
- Other services: intergenerational and intercultural projects that create powerful works and profound connections. For example, Aboriginal, Torres Strait Islander and Australian South Sea Islander organisations, aged care residences, schools, culturally and linguistically diverse meeting places, mental health services and youth at risk.
- Accessibility services: such as Deaf Connect, Braille House, Vision Australia, The SubStation (captioning and audio description company) and audio describers.





“

My involvement with Crossroad Arts has significantly impacted both my personal artistic practice and my capacity to work as a professional artist. Collaborating with the team at Crossroad Arts has brought me immense joy and connected me to a deeply supportive community.

”

*Cynthia Gregg
Workshop Facilitator & Inclusive Arts Advisory Group*

LOOSE ENDS, 2018

Photo credit: Leah McLean Photography



OUR IMPACT

AMPLIFIED~
BROAD~ POWERFUL

Our mission underpins all of Crossroad Arts messaging and is demonstrated by determined profile raising through traditional and non-traditional channels and wider advocacy across the sector locally and nationally.

We will continue to identify and target key markets through the development of unlikely partnerships and by leveraging the networks of supporters, service providers, art and non-art organisations and peak bodies. The partnerships will amplify our advocacy efforts and the stories of our focus community.

Our messaging and communications aim to give voice to the unheard, disrupt and provoke alternative narratives in public spaces to shake up and shift societal norms.

Through profile raising and advocacy, we aim to encourage the wider sector to adopt access initiatives as part of their business, provide a visible platform for our focus communities and develop considered employment pathways that support our program delivery and develop the capacity of regional artists with disability or who are d/Deaf.

Past advocacy for access initiatives include:

- Hearing loop installed at Mackay Entertainment Convention Centre as a direct response to Crossroad Arts access advocacy
- Auslan interpreted opening nights and artist talks at Artspace included as a result of Crossroad Arts leading the way by including Auslan interpreters at all public events.
- Foodspace menus in braille and large print after Brenden Borellini's exhibition *Dancing with Ansel*, 2018
- Regional Arts Development Fund grant applications offered in alternate formats including braille and large print, 2020
- Consultation with external consultants for Mackay Regional Council's Accessible Communities Plan, 2020 and 2023
- Art Battle - accessible venue, hired accessible toilet
- Reciprocal relationship with La Boite (Highway program) and Dancenorth (three day intensive this year), ongoing from 2019

- Providing council and general public Access and Inclusion training in marketing presented by Sarah Houbolt and Brenden Borellini (Vale 2024), 2021
- Artist in Residence, Brenden Borellini (Vale 2024), speaking and presenting at state and national conferences around accessibility.

We celebrate the journeys of our artists and enjoy reflecting on their pathways. Past and current employment pathway examples include:

- **Brenden Borellini** (Vale 1968-2024) was in a paid position as an Ambassador, co-facilitator, performer and Artist in Residence at Crossroad Arts for over a decade. He collaborated on various projects as an actor, workshop facilitator, photographer and researcher and key artist in the creation of new performance work including *Breathe In* which was the recipient of 3 Matilda Awards. His advocacy efforts were also recognised more broadly as a keynote speaker, panel member and also delivered masterclasses at conferences and festivals such as Arts Ablaze and Arts Access Australia's Meeting Place and was a national leader for access and inclusion including contributing to the Arts and Disability Roundtable for Arts Queensland in the lead up to the 2032 Olympics.
- **Mathew Bing** identifies as a neurodivergent, disabled person and started as a volunteer at Crossroad Arts in 2017. Mathew then took on paid positions at Crossroad Arts as project manager, Artist Support, co-collaborator and performer. Due to his work with Crossroad Arts Mathew continues to work with people with disability or who are d/Deaf and in the arts in Brisbane at Access Arts, Undercover Festival, Bus Stop Films, Feats of Wonder and through independent support work.
- **Cynthia Gregg** identifies as a visual artist with lived experience of a mental health condition and started out at Crossroad Arts as a volunteer and is now in paid facilitator role and also a member of the Inclusive Arts Advisory Group member. Outside of Crossroad Arts Cynthia has also successfully applied for and delivered her own arts projects with local government support including a mural work and was the artistic lead on a group exhibition for people with mental health conditions.



OUR BUSINESS

SUSTAINABLE~
ADAPTABLE~ RESILIENT

ORGANISATION

Internal

Crossroad Arts has a committed team of skilled people involved in all areas of the organisation. During the last strategic term the organisation experienced a period of growth within the staffing structure. The current team represents strong local connections, national experience and business acumen with an overarching sense of joy, care and adaptability. This has meant a direct increase in the capacity of the Artistic Program delivery, profile as a leader in Inclusive Arts locally and across the nation, solid administrative processes and increased income streams through sponsorship and development.

This growth is also reflected in Crossroad Arts governance with our Board members representing a wide range of diverse skills including finance, risk management, regional and national arts and cultural knowledge and people with disability or who are d/Deaf.

Staff and Board aim to synthesise all of these elements by delivering with clarity the organisation's vision of Arts for All.

Crossroad Arts is a critical platform for artists with disability and those who are d/Deaf in the lead up to the Brisbane Olympics, Cultural Olympiad and will deliver the desired outcomes of the Queensland Government's Elevate Legacy Plan.

Whilst the organisation's operations, governance and artistic delivery has expanded we are still conscious that our future growth is determined by the skills and resources available to us regionally.

Mackay has a typically transient culture which is influenced by our region's resource and agricultural industries and we expect the pattern of 'boom and bust' to continue through 2025-2029.

We are proud to develop, nurture and employ emerging practitioners to contribute to our output - however people often leave for further paid opportunities in metropolitan areas or seek work in alternate industries as there are limited regular creative employment options locally and there are also drastic changes to our community during a downturn such as cost of living, housing availability and community morale. We are committed to ensuring that despite the ebb and flow of our community's population and economic position that our programs are responsive, adaptable and serve our focus communities. With these challenges in mind and with the support of the Board, Crossroad Arts is positioned to approach 2025-2029 with strong operational and financial foundations, community centred programs and artistic work with national reach.





Frida's Fundraiser Fiesta 2022
Photo credit: Alison Richardson

External

Crossroad Arts has a well-established reputation of delivering high standard creative programs and the presentation of original and new contemporary performances. For over twenty five years the organisation has celebrated the lives of our focus communities on regional, national and international platforms.

The organisation has held strong and positive relationships with key stakeholders including state and federal funding bodies, and organisations which support the Arts and the Disability sector.

Our key risks/ challenges over the next five years are:

Risk	How we will mitigate
Ongoing sustainability as a result of increasing competitive environments for operational and project funding Changes to our local community's economic identity as Australia shifts its reliance away from non renewable resource industry resulting in significant impacts on local business and their ability to give, increased cost pressure for audiences to attend events and accessibility to programs that have a service fee. Maintaining diverse income streams and seeking new financial supporters (donor fatigue).	Maintaining current relationships with funders and diversifying who we approach for government, sponsorship and philanthropic income support.
Attracting and retaining a skilled workforce of operational and creative staff.	Creating supported employment pathways that are remunerated appropriately and cover access costs for arts leaders with disability or who are d/Deaf as part of our succession planning.
Ensuring appropriate support and skills represented at Board level.	Succession planning for board members and observing opportunities for the Inclusive Arts Advisory Group.
Increase cost of living impacting staff and our focus communities compounded by a boom and bust economy locally.	Responding to changes in our community by collaborating with stakeholders to create programs that are accessible, agile and adaptive to changing needs.
Tyranny of distance being costly and creating difficulties with staying connected within state and national conversations.	Advocating to funding bodies to provide dedicated funding for travel for regional and remote artists to attend. Hosting locally.
Increased frequency of natural disaster and impact on our community and our neighbouring communities	Resilience building – through creative recovery and response to natural disasters that may occur locally.

Board

The Board of Crossroad Arts provides effective governance that is adaptable, responsive and competitive in a challenging financial environment for the arts and cultural sectors.

We are proud to have diverse views, skills and knowledge within the Arts and Disability community and private sectors, locally and nationally.

As the stewards towards our vision of 'Arts for All', the Board actively supports the artistic vibrancy, relevance and sustainability of Crossroad Arts.

In collaboration with staff the Board ensures that the organisation remains buoyant as we explore the transformative potential of our art making and navigate uncharted territory.

The Board's main functions are fiduciary, legal, governance and policy making, strategy and fundraising.

The Board monitors its own performance through reviews (external and internal) and continuous renewal strategy.

Succession

The Board is committed to ensuring diverse and inclusive community representation and has developed a number of strategies for recruitment and diversity of Board members.

Our strategies include:

- A skills matrix of Board member skills, knowledge and experiences
- Detailed annual induction programs
- Training days to remain current in inclusive practices/ protocols (e.g. Disability Awareness, Mental Health First Aid, Working in First Nations contexts; LGBTQIA+ Awareness; and Unconscious bias). Also in Board member roles and responsibilities, skills development for succession planning.
- Development of key governance documents such as a Board charter, Delegation of Authorities and Code of Conduct for Board members.
- Board succession - increasing representation and inclusion of people with disability or who are d/Deaf at a governing level. This includes shadowing opportunities for Inclusive Arts Advisory Group representatives. By 2029, 50% or more of the Board will be represented by people with disability or who are d/Deaf.



STAFF

Inclusive employment strategies are a core component of Crossroad Arts work in 2025- 2029.

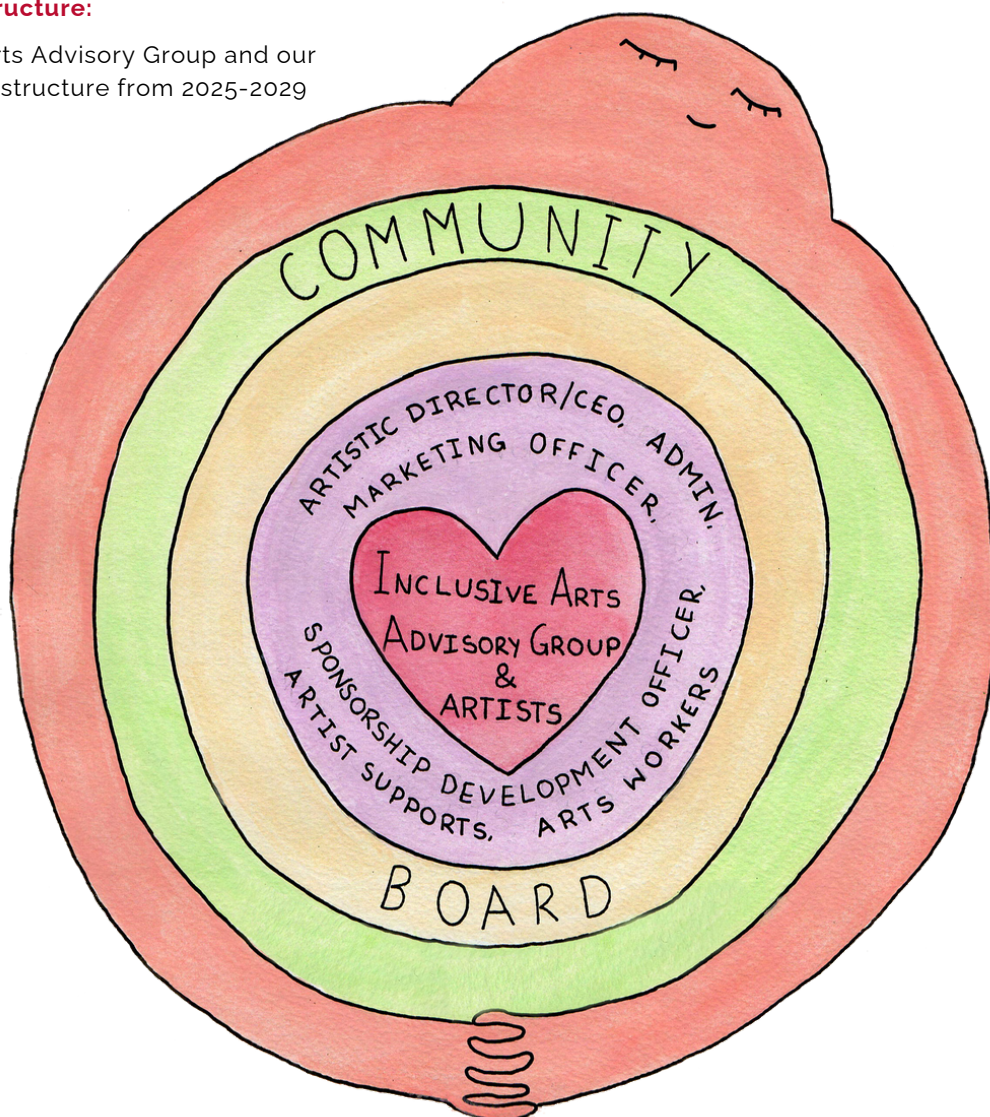
Fostering the development of arts and cultural leaders with disability or who are d/Deaf through structured pathways that provide a springboard to meaningful and supported employment opportunities with the company in both operational roles and as artists and arts workers.

We ensure that access to employment embraces all, regardless of an individual's access.

The new structure will move from a hierarchical structure to a circle where all of the roles interchangeably support and centre our artists with disability or who are d/Deaf. This new culture for the organisation is a result of deep consultation with our core artists and Inclusive Arts Advisory Group over 8 months in 2024.

2025-2029 Staffing Structure:

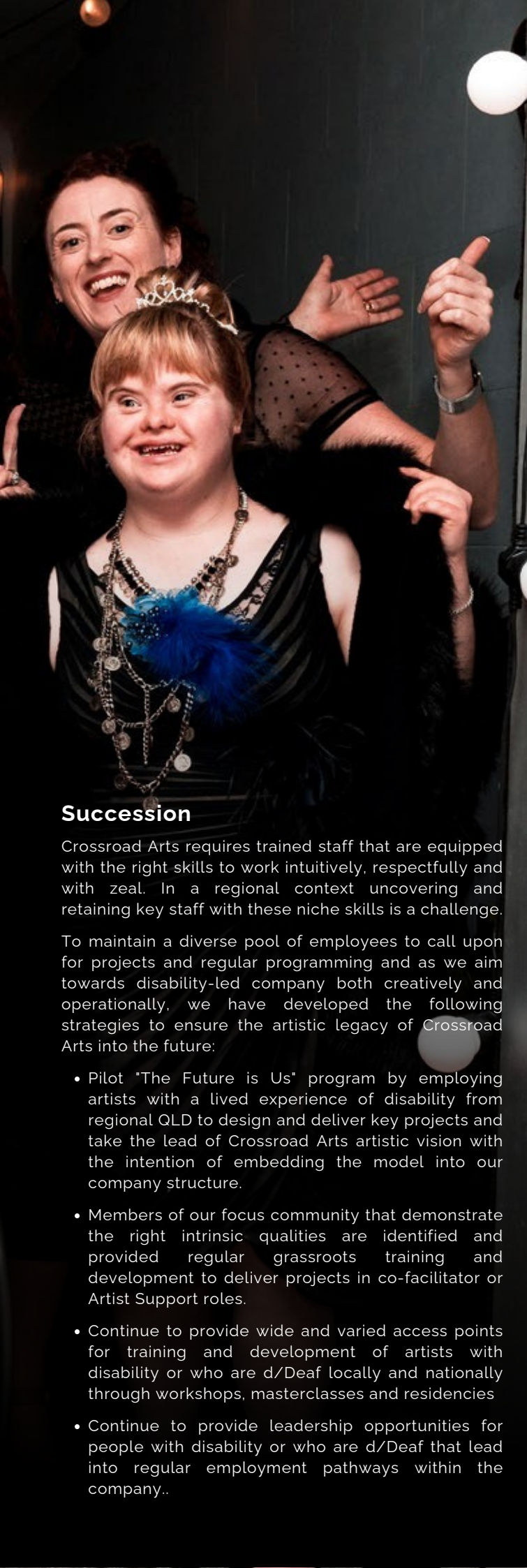
Led by our Inclusive Arts Advisory Group and our *Future is us* artists, our structure from 2025-2029 will look like this:





“Artspace Mackay is committed to inclusivity and equal access to our exhibitions, activities and events for all. In 2018 Artspace Mackay staff participated in an access forum facilitated by Crossroad Arts and, after hearing an impassioned talk from Arts worker Brenden Borellini about the effective use of braille in café and restaurant menus he encountered on a recent trip overseas, we quickly introduced both braille and large text format menus into our adjacent Foodspace café. We have also introduced regular Auslan interpretations of artist and curators' talks. Our commitment to these inclusion activities has certainly been influenced by the incredible work Crossroad Arts does in advocating for high levels of accessibility and disability awareness within our local institutions.”

Tracey Heathwood
Director Artspace Mackay



Succession

Crossroad Arts requires trained staff that are equipped with the right skills to work intuitively, respectfully and with zeal. In a regional context uncovering and retaining key staff with these niche skills is a challenge.

To maintain a diverse pool of employees to call upon for projects and regular programming and as we aim towards disability-led company both creatively and operationally, we have developed the following strategies to ensure the artistic legacy of Crossroad Arts into the future:

- Pilot "The Future is Us" program by employing artists with a lived experience of disability from regional QLD to design and deliver key projects and take the lead of Crossroad Arts artistic vision with the intention of embedding the model into our company structure.
- Members of our focus community that demonstrate the right intrinsic qualities are identified and provided regular grassroots training and development to deliver projects in co-facilitator or Artist Support roles.
- Continue to provide wide and varied access points for training and development of artists with disability or who are d/Deaf locally and nationally through workshops, masterclasses and residencies
- Continue to provide leadership opportunities for people with disability or who are d/Deaf that lead into regular employment pathways within the company..

- Continue employing artists with disability or who are d/Deaf as performers and key creatives within our major productions and projects, including Artistic Associates, Artist in Residence and Ambassadors on a project by project basis or any other position within the company as staff change arises.

MEASURES

Evaluation

We capture data from audiences, participants, partners and stakeholders through surveys, anecdotal story gathering, documentation where we capture and measure transformations, engagement and experience.

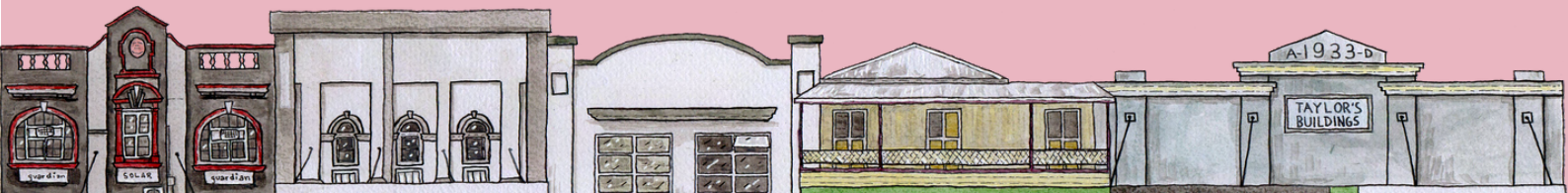
We do this in the following ways:

- Surveys provided to audience members and participants of programs where results are collated for use in acquittals, future grant applications and for Inclusive Arts advocacy.
- Identify key community members to provide feedback on specific areas of the project during and after its completion, for example, access, social engagement, capacity building, artistic and professional development.
- Volunteers, contractors and staff to provide feedback on operations, project management and audience observations during informal discussions, debriefs and in surveys.
- In this strategic period we will engage evaluation partners to measure the learnings and challenges as a result of our change in company structure to provide case studies for the wider sector to use i.e University of Queensland Business Leadership School.

Our methodology analyses and evaluates complex qualities of a project: such as qualitative data or emotional impacts.

- We will utilise a participatory approach: interviewing and through accessible methods to measure the changes in confidence, social networks and skills by interviewing participants, artists, stakeholders and their supports.
- Inviting participants to provide personal stories of the significant change as a result of the participation.
- Capturing these changes through active debriefing with arts workers and staff involved in the projects.
- Utilising photography and film to capture the stages of a project's development and completion i.e. community consultation, creative development, rehearsal and performances. Reflections after the completion of the project.
- Documenting process and presentation of major works demonstrating best practice.
- Staying in touch with our focus community through the advice of our Inclusive Arts Advisory Group and regular community consultation.
- Work alongside universities to evaluate impact and capture learnings as we implement a disability led leadership model and create formal documents for the wider sector to refer to.

Additionally, we are aware and proud of the limitless ripple effect our advocacy work has across the community. We document the impact and monitor through regular consultation the access initiatives implemented as a result of our advocacy work.



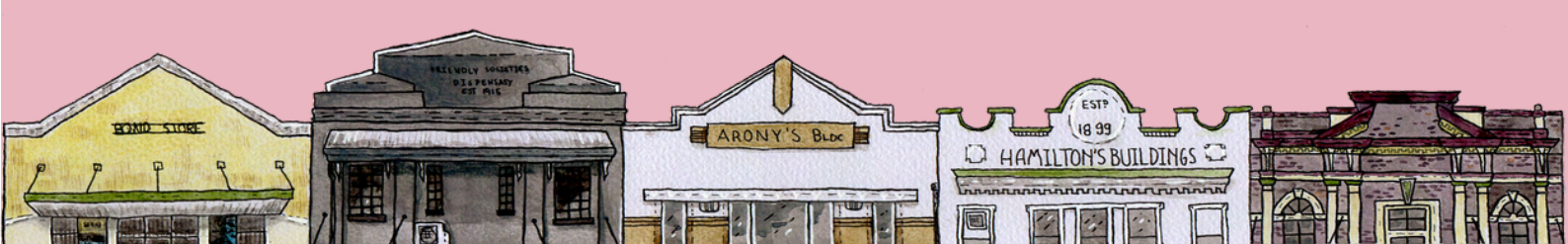
APPENDIX

KEY PERFORMANCE INDICATORS

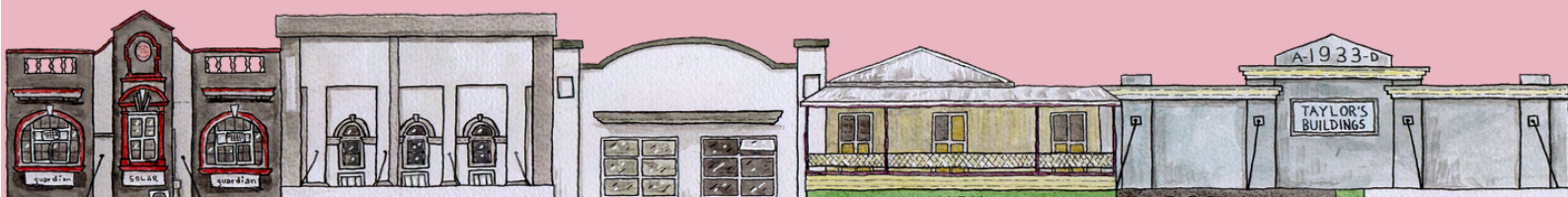
Goals	KPI	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029
OUR ART Visible ~ Fun ~ Challenging		Creative Development Year	Presentation Year	Creative Development Year	Presentation Year	Creative Development Year
Work						
Create highly visible, original and inclusive performance works that subvert the norm and embrace the unconventional (<i>Major cross community production for potential presentation at local, state and national festivals</i>)	Number of creative developments	1		1		1
	Number of major productions		1		1	
Audience satisfaction	% of audience members who rated the work excellent or good	98%	98%	98%	98%	98%
Increase employment opportunities for emerging and professional artists with disability or who are d/Deaf	% of artists and production crew with disability or who are d/Deaf employed during major works and projects	50%	55%	60%	65%	70%
Development						
Support the development of local artists with disability or who are d/Deaf (Artist in Residence program)	Number of regular local Artist in Residence programs both short and long term.	3	3	3	3	3
	Percentage of artists in residence who are from our focus communities	100%	100%	100%	100%	100%
Support the creative development of disability-led new performance work; including individuals, collectives and companies to support sector development	Number of works created	2	2	2	2	3



Goals	KPI	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029
Training						
Maintain and grow an annual skills-based training intensive for emerging and professional artists in collaboration with local, national and international artists (C.R.U.S.H)	Number of participants, artists and collaborators from our focus communities	45	50	50	50	50
Community development and capacity building	Number of professional development opportunities for students/ arts workers/ independent artists to work alongside Crossroad Arts team	4	4	4	4	6
OUR COMMUNITIES Inclusive ~ Active ~ Proud						
Access						
Be guided by an Inclusive Arts Advisory Group	Percentage of people on Inclusive Arts Advisory Group from our focus communities	100%	100%	100%	100%	100%
Be leaders in access and inclusion	Percentage of Auslan interpreted major works	100%	100%	100%	100%	100%
	Percentage of Audio described major works	100%	100%	100%	100%	100%
	Major work and company documents provided in alternate formats (Easy Read, braille, large print)	100%	100%	100%	100%	100%
Advocacy						
Develop strong, resilient arts leaders with disability	Number of Ambassadors representing the company	5	5	5	5	6
	Number of events and engagements attended by Ambassadors eg. speaking engagements, fundraising events, panels, media.	7	10	10	10	11



Goals	KPI	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029
Development						
Continue expanding the Workshop Program to meet the needs of our focus communities.	Number of participants in regular Workshop Program	60	60	70	70	75
	Number of partnerships, collaborations established or maintained eg. schools, services, community organisations, galleries.	5	7	10	10	10
	Number of workshops i.e. Crossroad weekly Workshop Program as well as schools, services, community organisations.	160	165	170	175	175
Participant satisfaction	% of participants who rated the programs good or excellent	98%	98%	98%	98%	98%
Employment opportunities for people with disability or who are d/Deaf as co-facilitators and arts practitioners within workshop programs.	Number of people with disability or who are d/Deaf employed	5	5	6	6	7
Non artistic employment opportunities for people with disability or who are d/Deaf	Number of people with disability or who are d/Deaf employed including administrative, marketing and consultancy	2	2	2	3	3
OUR IMPACT Amplified ~ Broad ~ Powerful						
Profile						
Increased visibility through targeted marketing strategies	Number of TV, print, radio and online - local / state / national	15	15	20	20	25
	% increase of engagement / reach (social media)	50%	50%	50%	50%	50%
	% of new audience members for all major projects and fundraisers	10%	10%	15%	15%	20%



Goals	KPI	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029
Partnerships/ collaborations outside the LGA (Local Government Area)	Number of partnerships/ collaborations	5	5	7	7	7
Engagement						
Increase audience attendance of artistic program (this includes outdoor projection, ticketed events, exhibitions, performances).	Total attendance	12,500	12,500	13,000	13,500	14,000
OUR BUSINESS Sustainable ~ Adaptable ~ Resilient						
Capacity						
Retention of core staff/increase capacity	Number of core staff	5	5	5	5	6
Development						
Increased income streams through maintaining the Sponsorship and Development Coordinator role.	Total raised funds through the Annual Giving Program.	\$20,000	\$22,500	\$25,000	\$27,500	\$30,000
	Total raised funds through major fundraising events	\$10,000	\$12,500	\$15,000	\$17,500	\$20,000
	% of earned income (eg. box office, NDIS, private sector)	30%	31%	33%	34%	33%
Governance						
Diversity of Board members	% of PWD, Aboriginal and Torres Strait Islander, CALD, LGBTQI+, regional and remote representation, diverse age range	More than 75%	More than 75%	More than 75%	More than 75%	More than 75%
Board succession	As per our disability led model number of 'shadow' members in training (potentially IAAG members)	2	2	2	2	2
An active Board supporting Staff at operational level	Maintain sub committees as per Board Charter	✓	✓	✓	✓	✓



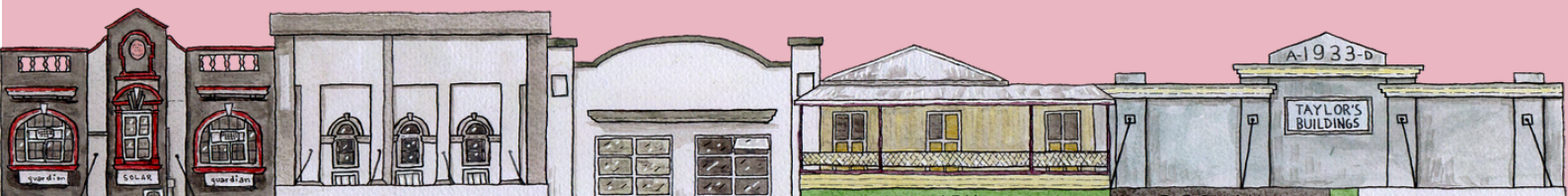
FINANCIAL OVERVIEW

	2025	2026	2027	2028	2029
INCOME	Creative Development Year	Presentation Year	Creative Development Year	Presentation Year	Creative Development Year
Performance, Activities & Sales	\$64,280	\$67,580	\$62,500	\$73,500	\$68,000
Donations, Fundraising & Sponsorship	\$65,000	\$60,000	\$60,000	\$65,000	\$70,000
Interest and Other Unearned & Earned Income	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Arts Queensland Operational Grant Funding	\$140,000	\$180,000	\$180,000	\$180,000	\$180,000
Creative Australia Operational Grant Funding	\$165,000	\$165,000			\$250,000
Philanthropic Grant/s Funding **	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
State/Commonwealth Government Project Grant/s	\$100,000	\$100,000	\$220,000	\$270,000	\$30,000
Other Local Govt, State & Commonwealth Grant/s	\$45,000	\$15,000	\$45,000	\$80,000	\$30,000
Own Cash Contribution		\$25,000		\$15,000	
TOTAL INCOME	\$705,280	\$738,580	\$693,500	\$809,500	\$754,000
EXPENDITURE					
Artists, Other Creatives & Production Personnel	\$290,278	\$363,278	\$308,801	\$386,634	\$345,331
Administration Salaries & Fees	\$132,390	\$104,966	\$119,164	\$113,364	\$117,899
Salaries & Fees On-Costs	\$46,828	\$54,719	\$59,232	\$68,351	\$63,913
Administration Costs	\$94,563	\$76,413	\$79,470	\$82,648	\$85,954
Production, Program & Touring Costs	\$115,800	\$108,740	\$96,892	\$127,080	\$109,582
Promotion, Marketing & Documentation	\$17,500	\$21,700	\$22,568	\$23,471	\$24,410
TOTAL EXPENDITURE	\$697,359	\$729,816	\$686,126	\$801,548	\$747,089
ANNUAL SURPLUS / (DEFICIT)	\$7,921	\$8,764	\$7,374	\$7,952	\$6,911



ARTISTIC PROGRAM OVERVIEW

Approach	Program	Location	Potential Partners	2025-2029
Artist Development				
Programs designed to ensure development for new, emerging and established artists through rigorous, skills-based training in collaboration with professional local, national and international artists. With artists, we produce and present new contemporary original work that prioritises stories of people with disability or who are d/Deaf.	C.R.U.S.H (Community. Regional. Up Skill. Haven) 3 day intensive in contemporary performance making for people with and without disability with all levels of experience.	Mackay	- Dancenorth - SPRUNG! - Sunshine Troupe - The Farm - Everybody NOW! - Back to Back Theatre - Restless Dance - DADAA.	✓
	Artists in Residence Artist/s with disability or who are d/Deaf will be supported creatively or administratively to develop and/or present new work.	Mackay	- Undercover Artist Festival - DARTS - Dancenorth - Mackay Entertainment and Convention Centre	✓
	Major production Major cross community production for potential presentation at local, state and national festivals.	Mackay	- Mackay Festival of the Arts - Brisbane Festival - ALTER STATE - Undercover Artists Festival	✓
Connecting Community				
Using a strengths-based approach, our creative programs improve physical and mental health and wellbeing and cultivate social connectedness. Our programs challenge assumptions through inclusive collaboration and influence social change by building stronger communities.	Workshop Program A weekly workshop program that explores movement, dance, performance, film making, music. Fee for service. Targeting 18+yrs from disability day services.	Mackay	- Disability and employment service providers - Artspace Mackay	✓
	LOOSE ENDS Annual fundraiser. Quirky, short performance evening showcasing performers with and without disability.	Mackay	Mackay Entertainment & Convention Centre	✓
Extending our Reach				
We are committed to extending our reach to work in neighbouring regional and remote communities to ensure access to arts and cultural experiences with a focus on people with disability or who are d/Deaf.	Workshops that respond to community need these could include; multimedia, music production, performance.	Mackay Moranbah Dysart Sarina Clermont Emerald Bowen	- Inclusive Education Departments - Isaac Regional Council - Central QLD Regional Arts Services Network - Sarina Youth Centre - Moranbah Arts Centre - Keeping in Touch (workshops for young d/Deaf students from Dawson and Isaac region)	✓



ILLUSTRATOR BIOS

Hahn Izard

Hanh is a visual artist based in Mackay and specialises in urban landscape paintings of the Mackay Region. Hanh enjoys capturing and painting often overlooked views that as a local they encounter everyday.

Hanh has enjoyed exhibiting in the Street View Gallery and performing Live Painting at LOOSE ENDS with Crossroad Arts and assisting with the creation of set construction and working backstage during Crossroad Arts theatre productions. Hanh was also an active member during the mural painting with the Mackay Laneways Project and has work featured in the now iconic Fifth Lane.

Hanh loves assisting and helping with projects whenever they can and being a part of an inclusive artistic environment.

In 2021, she joined the Inclusive Arts Advisory at its inception to help our community grow by ensuring that it is accessible as possible. Hanh reflects that it has also been great to connect with other artists with disability and to work together as a team.

Living with ASD, Anxiety, and Dyslexia, Hanh has found a safe space to create, share, and grow as an artist with Crossroad Arts.

The water colour illustrations throughout this document were created by Hahn and are Hahn's interpretation of our place, our art and our community.

Matthew Deane & Muddy Grimes

Long time Crossroad Arts performer Matthew Deane and local artist and Crossroad Arts volunteer Muddy Grimes designed a new t-shirt which was launched at our event LOOSE ENDS in 2022. Shirts flew off the racks as supporters nabbed the new designs.

For the t-shirt Matt and Muddy came up with three words to describe what they thought Crossroad Arts means to the community: Family. Friends. Fun. Matt also drew two portraits of himself in two past shows and his colleague Brenden Borellini. Who knows where you might spot a person wearing a Crossroad Arts shirt designed by Matthew and Muddy with t-shirts sold all around Australia and overseas!



Artists: Matthew Deane
& Muddy Grimes



Contact Us

For more information on Crossroad Arts
please contact:

admin@crossroadarts.com.au

07 4953 5122 or via the National Relay Service

WWW.CROSSROADARTS.COM.AU