

GEELONG CULTURAL PRECINCT LEADERSHIP GROUP

Strategic Plan



January - December, 2008

1. EXECUTIVE SUMMARY

The cultural organisations in the Geelong Cultural Precinct have a vision:

- to create a Cultural Precinct for the greater Geelong region that is renowned as a model of artistry, energy, distinction, innovation and sustainability.

To realise this vision, the organisations have formed a leadership group with the ambition of making a substantial impact on the cultural, economic and social life of our region.

This vision combines artistic, business and social imperatives.

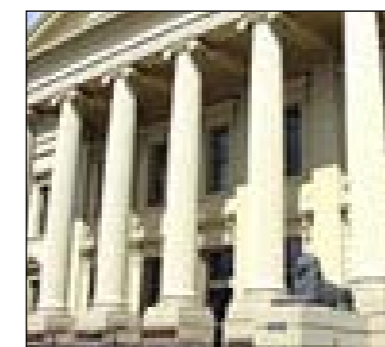
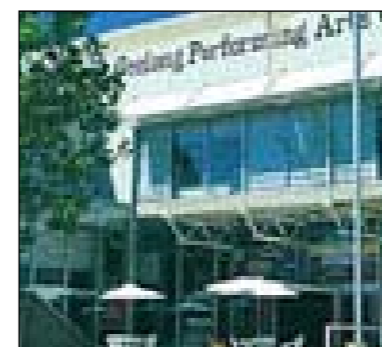
The benefits for Geelong are:

- improved liveability
- economic growth and,
- a long overdue catch-up in cultural investment appropriate for a major regional city

By working together we will:

- increase the number of visitors to the Precinct
- create a dynamic arts hub for the region
- enhance the Precinct's public profile and
- deliver compelling, coherent leadership

The Strategic Plan underpinning this vision strongly supports the Master Planning project overseen by a Steering Committee composed of State Government and CoGG representatives and managed by Major Projects Victoria (MPV)



2. PREAMBLE

This Strategic Plan provides a framework within which the Leadership Group will develop and pursue its role in accordance with the GCPLG Charter. The Plan outlines opportunities and objectives for the Group and identifies actions necessary to achieve these outcomes.

The Geelong Cultural Precinct

Our vision is to create an integrated Cultural Precinct for the Greater Geelong region that is renowned for its creativity, energy and engagement with the arts. A successful cultural precinct will be a place of excitement, a “magical” environment where a wide variety of activities, events and experiences are provided, where there always seems to be something going on. It will be inclusive to all and will achieve this vision by having far-reaching effects on the social, economic and cultural life of the Geelong region. This will be achieved by:

- building on the collective strength of the existing arts tenants (GPAC, Library, Gallery, Heritage Centre, Courthouse Youth Arts Centre, Back to Back Theatre) through cohesive programming and co-ordination of events
- activating the spaces around the buildings in particular Johnstone Park and Little Malop Street
- delivering a precinct solution to replace the current cultural patchwork.

This vision combines artistic, business, social and economic imperatives. The benefits for Geelong include improved self-esteem and economic growth and importantly it affirms that Geelong is “the best place to live”.

The Role of the Leadership Group

Geelong is fortunate to have a group of cultural facilities clustered about Little Malop Street in close proximity to Johnstone Park and the Railway Station. The aim of the Leadership Group is to strengthen the concept of a Cultural Precinct in this general area, by focusing the concept, by creating the linkages, by enhancing and enlivening the cultural activity that gives special character to the area, and by giving reason for the citizens of the Geelong Region to visit and return constantly to the precinct.

The Leadership Group is a voluntary group comprising representatives from the cultural facilities, a representative from the City of Greater Geelong as well as representatives with commercial and marketing expertise. This group represents all cultural stakeholders within the Precinct to achieve the vision for the precinct.

The leadership group is responsible for developing and organising a diverse and extensive program of events including outdoor activities to attract as many people as possible from the Greater Geelong Region to visit and be involved in the precinct.

3. OUR PLAN

Our Vision

To create a Cultural Precinct for the greater Geelong region that is renowned as a model of artistry, energy, distinction, innovation and sustainability.

Our Goals

- **GOAL 1 – Increase audiences**
We aim to increase the number and diversity of visitors to the Precinct and to stakeholder arts organisations.
- **GOAL 2 – Create a dynamic arts hub**
We will create a dynamic hub that actively promotes access to and engagement with the arts within the precinct and throughout the wider community.
- **GOAL 3 – Enhance the Precinct's public profile**
We will enhance the public profile of the Precinct as a key regional destination and as a widely recognised model of co-operative planning.
- **GOAL 4 – Deliver compelling, coherent leadership**
We will operate as an outstanding Leadership Group and, in doing so exemplify the principles of good corporate governance.

We aim to ensure involvement in the decision making process for the future development of the precinct.

We aim to contribute effectively to the successful re-development of the overall Precinct.

Key Performance Indicators

Our success will be measured by achieving the following indicators;

- increased number of visitors to the precinct
- increased number of joint ventures
- delivery of new events
- positive audience response
- positive outcome of master planning



4. STRATEGIES TO ACHIEVE OUR GOALS

- **GOAL 1 – Increase audiences**
To increase audiences to the precinct and the stakeholder organisations we will:
 - create fantastic events for all members of the community
 - paint a picture of current precinct audiences using existing data
 - identify our target audiences
 - identify opportunities for growth within the precinct
- **GOAL 2 – Create a dynamic arts hub**
To create a dynamic arts hub for the region we will:
 - develop a programming plan for the precinct that improves collaboration opportunities between organisations
 - create new arts programs and events
 - seek funding opportunities for joint programs in the precinct
 - advocate for and support the development of innovative arts practice throughout the region.
 - work with Central Geelong Marketing and CoGG's Arts and Culture Department to stage the arts market in March 2008 and again for Christmas 2008
 - establish PoppyKettle Festival as a major event for the region by adding a third public day
- **GOAL 3 – Enhance the Precinct's public profile**
In order to excite our community about the precinct we will enhance its profile by:
 - developing a marketing plan for the precinct that promotes all activities
 - developing a compelling brand and identity for the precinct
 - lobbying key decision makers and stakeholders to secure support for the redevelopment plan





- **GOAL 4 – Deliver compelling, coherent leadership**
For the benefit of our region and our arts community we will demonstrate strong leadership and
 - actively collaborate with and support the Cultural Precinct Steering Committee, providing expert advice and opinion, maintaining strong communication and support advocacy efforts for the project outcomes
 - develop a quality communication strategy with stakeholders
 - operate an effective and efficient board

5. KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR	2007 current	2008 target	2008 actual
Number of visitors to precinct	453,643	480,000 (5% growth)	
Number of joint events	(2) - Arts market - Poppykettle	(5) - Arts market x 2 - Poppykettle - Poppykettle extra day - New x 1	
Number of new events	New measure	(3) - Christmas arts market - Poppykettle extra day - New x 1	
Positive audience response	New measure	Positive	
Positive outcome of master planning	Contribution to MPV led project		



6. RESOURCES

The GCPLG is a voluntary organisation and does not have an operating budget or staff resources. It relies on the contribution and efforts of member organisations and individuals. The group has agreed to continue working this way until there is a very clear need to employ an executive officer and project staff. This is to ensure that in the early stages, any available resources are diverted into projects rather than organisation costs.

The planning and implementation of projects in this strategic plan will need to include allowances for staffing and administration resources. The leadership group will seek funding support from various organisations and funding bodies for its activities.

If appropriate and possible, the stakeholder organisations may choose to contribute directly to the cost of projects. However it should be noted that each organisation works with limited financial resources to deliver its own programs. Therefore there is limited capacity to contribute funds to precinct projects.

7. APPENDICIES

APPENDIX 1 – Cultural Precinct Organisations

Back to Back Theatre www.backtobacktheatre.com

Back to Back makes locally devised, globally relevant and significant theatre. Based in Geelong, Back to Back is Australia's only theatre company with a full-time ensemble of actors considered to have an intellectual disability. Back to Back's philosophy and process places artists with disabilities at the creative core of the company

Courthouse Youth Arts Centre www.courthouse.org.au

The Courthouse Youth Arts Centre is Australia's largest regional venue dedicated to youth arts. Located in the former Geelong Law Courts and Police Station complex, the Courthouse is a world class project, conceived, initiated and created right here in Geelong!

We are focused upon providing cultural services to young people aged 12-25 years across multi-art form areas including theatre making and performing arts, music and entertainment, film and multi-media and visual arts.

All young people are welcomed and encouraged to become involved, and to enjoy the arts-based events and programs, entertainment and facilities.

Geelong Gallery www.geelonggallery.org.au

The Geelong Gallery was established in 1896 and, as one of Australia's leading regional galleries houses over 5,000 works of art, including impressive collections of Australian Colonial painting and silver, European paintings, sculpture, pottery, porcelain and glass and contemporary Australian prints, painting, sculpture and ceramics. While the original historic building remains intact, the Gallery has undergone several refurbishments and extensions that combine contemporary spaces with celebrated aclassic-revival styled rooms.

The gallery's famous collection of Australian art includes a number of highly acclaimed national treasures and, in particular, works by the Heidelberg School impressionists and colonial artists.

The Gallery presents a comprehensive annual program of exhibitions, Education and Public Programs, workshops, lectures and other functions. The Gallery is an incorporated body governed by a Board of Management and is a member of the Public Galleries Association of Victoria.

Geelong Heritage Centre

The Geelong Heritage Centre is Victoria's largest regional archive and resource centre. In 2003 the Geelong Historical Records Centre changed its name to the Geelong Heritage Centre. The Geelong Historical Records Centre was established in 1979. Centre staff assist clients with access to the collection whilst volunteers assist with ongoing cataloguing and indexing of the collection.

The Centre is an approved place of deposit for local government records in the Barwon Region, and works closely with the Victorian Public Record Office in identifying and preserving these public records.

The Centre receives thousands of enquiries each year, providing assistance to clients with genealogical type research needs including family histories as well as local and general historical research spanning areas such as history and development of industry & business, environmental issues, social & cultural histories, sport, political and government records for all types of both individual and collaborative groups.

The collection is based on local archives, public, private, commercial and individual collections. It includes a great deal of material that is donated by members of the public, both from within Geelong and further afield.

Geelong Performing Arts Centre

www.gpac.org.au

Geelong Performing Arts Centre (GPAC) was built on the enthusiasm and commitment of the Greater Geelong Community with a need for a high quality facility for the benefit of our artists and audiences.

GPAC opened in 1981 with performing arts, functions, events and customer service in mind. With over nine spaces, it boasts two theatres, four conference and event spaces, a restaurant and cafe.

Today it is a well utilised facility providing a wide range of performances and events and the opportunity for participation in the performing arts. The organisation is committed to excellence in all that it does, ensuring an exciting and bright future. GPAC is one of a group of state owned cultural agencies including Victorian Arts Centre, Museum Victoria, National Gallery of Victoria, State Library of Victoria, Australian Centre for Moving Image and Film Victoria.

Geelong Regional Library Corporation

www.geelonglibraries.vic.gov.au/

The Geelong Regional Library Corporation (GRLC) formed in March 1997 provides extensive library services across the four municipalities of the Borough of Queenscliffe, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire. Library services comprising a range of print and audio-visual collections, information services, electronic databases, programs and events are delivered through a network of 13 Branch Libraries, 3 Mobile Libraries and the Virtual Library.

With 94,885 members, annual visits of 1.2 million and annual circulation of 2 million collection items, the Corporation's library services make a vital contribution to cultural, economic and educational and social capital development of the Geelong Region.

APPENDIX 2 - Geelong Cultural Precinct Leadership Group Charter

1. TITLE

Geelong Cultural Precinct Leadership Group

2. COMMENCEMENT DATE

Date of first scheduled meeting, Tuesday 21 August 2007.

3. DURATION

The group is self regulating and will determine its own useful life.

4. PURPOSE

The GCP Leadership Group is a voluntary association formed to provide leadership and direction for the future of the precinct.

5. OBJECTIVES

The Leadership Group exists to:

- 5.1 Develop a Strategic Plan for whole of Precinct cultural activity
- 5.2 Liaise with Major Projects Victoria, consultants, State Government and City of Greater Geelong to provide consistent cultural leadership and advocacy on the Cultural Precinct Masterplan and Business Case, on behalf of all cultural organisations
- 5.3 Consider whole of Precinct programming opportunities, beyond the existing individual programming of the facilities
- 5.4 Develop a brand position for the Precinct, one that resonates with the larger Geelong brand
- 5.5 If successful, provide longer term governance for the Precinct.



6. MEMBERSHIP

Membership of the group comprises cultural precinct tenants, City of Greater Geelong and individuals with particular skills and expertise and represents the views of all facilities and users.

The Leadership Group shall consist of at least seven members with full voting rights as follows;

1. City of Greater Geelong, Councillor or Officer by nomination from City
2. Geelong Gallery, Chairperson
3. Geelong Performing Arts Centre Trust, Chairperson
4. Geelong Regional Library Corporation, Chairperson
5. Individual experienced in business
6. Individual experienced in marketing
7. Representative of Courthouse Youth Arts Centre Inc and Back to Back Theatre Boards

Non-voting members include;

1. Geelong Gallery, Director
2. Geelong Performing Arts Centre Trust, General Manager
3. Geelong Regional Library Corporation, Chief Executive Officer
4. Representative of Courthouse Youth Arts Centre Inc and Back to Back Theatre, Executive Officers

Membership is subject to annual review undertaken collectively by the leadership group.

7. CHAIR

The group shall appoint a Chair, Deputy Chair and other positions as necessary. These positions shall be reviewed on an annual basis.

8. DECISION MAKING

The Leadership Group will use a consensus approach to decision making. If consensus cannot be reached, a decision will be made by majority vote. Where the vote is tied, the Chair shall have the deciding vote.

A majority in number of the members of the group for the time being shall constitute a quorum. If members are not present at a meeting, voting may occur via email.

9. MEETING FREQUENCY

The group shall meet at least four times a year. Subject to this charter, the group can regulate its own affairs including meeting timetable.

10. CONFIDENTIALITY

Meetings are not open to members of the public. Any documents relating to the business of the group, e.g. agenda papers and minutes, can be used at the discretion of members and made available to the public.

At the Chairperson's discretion items of business may be discussed in camera.

11. CHARTER REVIEW

The Geelong Cultural Precinct Leadership Group Charter shall be reviewed on an annual basis.

12. BACKGROUND

The Victorian State Government and the City of Greater Geelong have committed to develop a Masterplan and Business case for Geelong's Cultural Precinct to guide future planning and funding priorities. The project is managed by Major Projects Victoria (MPV). MPV engaged a cultural consultant to develop the strategic direction for the precinct. Through the consultative process, a strong demand emerged for a united and active leadership from the cultural organisations who operate in the Precinct. At a workshop of many cultural stakeholders convened by MPV and facilitated by the consultant, on July 5 2007, it was agreed that, in response to this demand, the cultural organisations should establish a small leadership group to advocate the interests of all the cultural organisations and in doing so provide a united cultural leadership for the Precinct.

The workshop recommended that to be effective the leadership group be small, composed of five members: a leader from each of GPAC, the Art Gallery and the Library (as the major cultural facilities in the Precinct), and two skills based members – one able to clearly articulate the interests of potential commercial partners, and a member with an expert marketing background.

APPENDIX 3 – GCPLG Membership 2007

FULL VOTING MEMBERS

Tim Orton, Chair
 Michael Cahill, Deputy Chair
 Robert Costa
 Cr Rob McDonald
 Peter Temple
 Di Shaw
 Barton van Laar

NON VOTING MEMBERS

Sally Beck
 Geoffrey Edwards
 Malcolm Sanders
 Patti Manolis

