

Gold Coast Cultural Resources Audit

24 August 2012

Brief

- Present a clear picture of the Gold Coast's cultural resources
- Develop strategic directions for the Gold Coast Cultural Precinct
- Inform Council economic initiatives to support and grow the City's creative industries
 - Provide input to State and Federal Government funding proposals
 - Inform Council's Culture Strategy

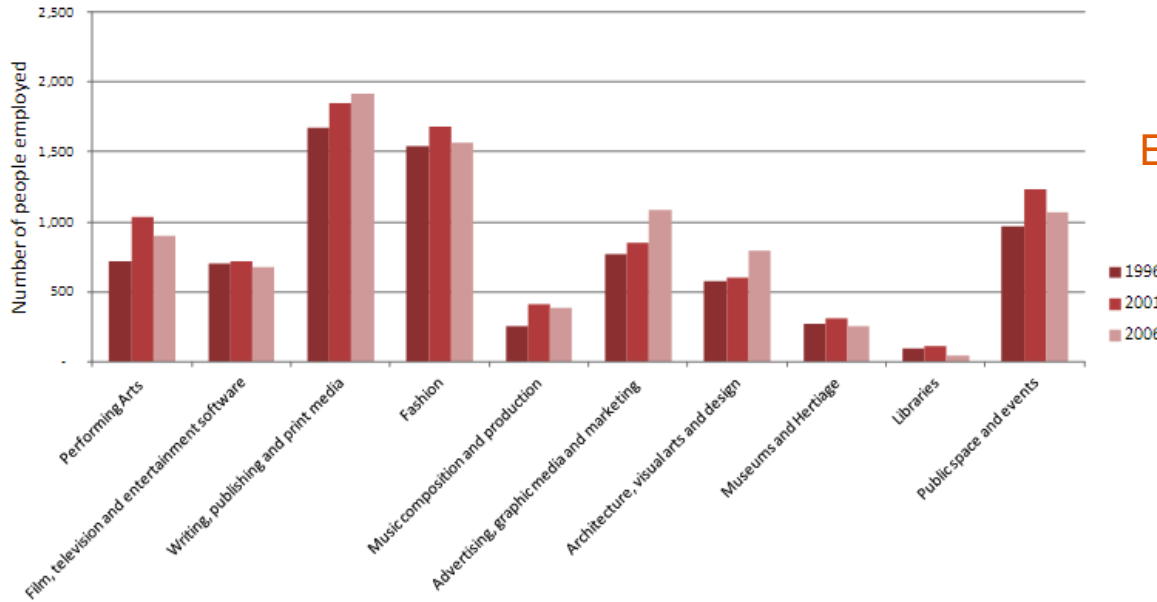
Cultural Resources

- A combination of cultural activities, goods and services and those assets which enable these to be generated
- Commercial and non-profit activity
- 'Hardware' and 'software'
- The full ecology of arts, cultural and creative industries

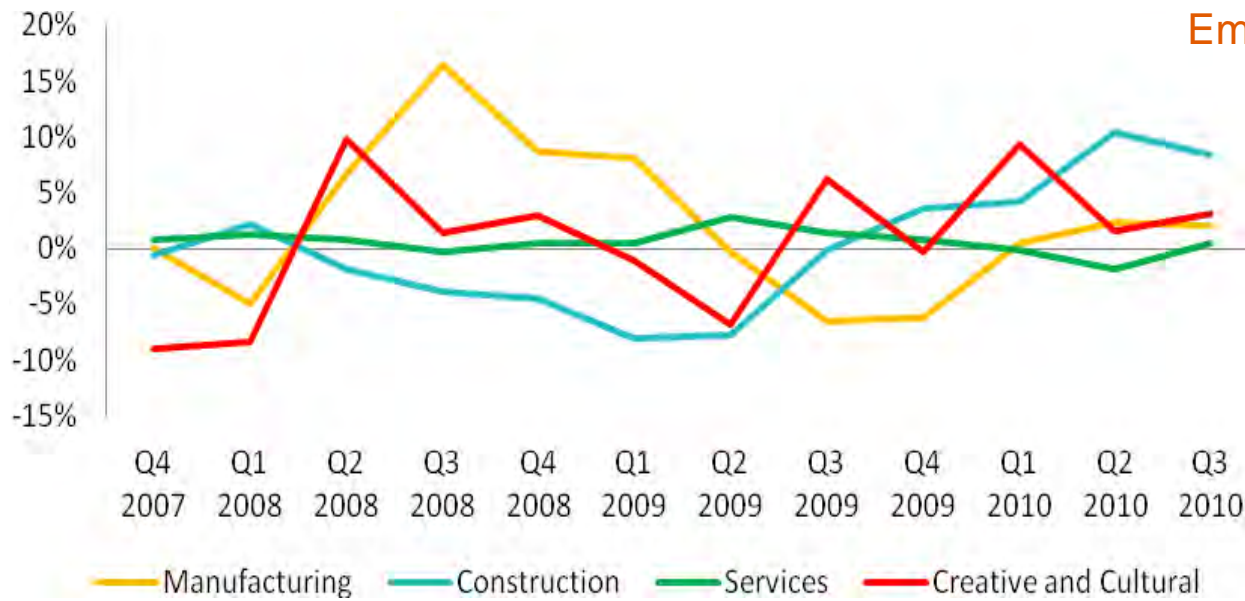
The Cultural Economy (UNESCO)



The Cultural Economy



Employment by sub-industry



Employment growth

GCCC Resources



No. cultural and creative businesses



Unit	Total Investment	Gold Coast Sub-Industries	Totals	Proportions
Centre Improvement Program	30,000	Advertising, Graphic Media and Marketing	615	27.78%
Community Venues and Services	4,500,000	Architecture, Visual Arts and Design	549	24.80%
Library Services and Cultural Development	24,451,438	Writing, Publishing and Print Media	275	12.42%
Economic Development and Major Projects	1,234,500	Performing Arts	235	10.61%
Legal Services and Cultural Heritage	105,292	Music Compositions and Production	169	7.63%
Licensing and Approvals	679,730	Film, Television and Entertainment Software	96	4.34%
Office of the CEO	14,469,680	Fashion	96	4.34%
Office of the City Architect and Heritage	528,000	Public Space and Events	61	2.76%
Parks and Recreational Services	180,000	Libraries and Educational Institutions	53	2.39%
Social Planning and Development	13,000	Museums and Heritage	38	1.72%
TOTAL	46,191,640	Software Development and Interactive Content	27	1.22%
		Total cultural and creative arts	2,214	100.00%

Sources

- Desk research
- Previous community consultation
- Focus groups
- Written submissions
- Individual interviews

Community Consultation

- From 2004-2011, more than 4,500 people have been consulted as part of the Precinct concept/ demand process
- Gold Coast Cultural Resources Database
 - 4,170 contacts
 - Details gathered from primary research, previous audits and Sensis (Yellow and White Pages)
 - Every contact 'tagged' by industry sector

Focus Groups

- Architecture and Design
- Children and Young People
- Communications and Promotion
- Cultural Tourism, Events and Recreation
- Education and Learning
- Fashion
- Film, Television and Radio
- ICT and Digital Economy
- Museums, Heritage, Libraries and Discovery
- Music
- Theatre, Dance and Other Performing Arts
- Visual Arts
- Writing, Publishing and Photography

Key Trends and Capabilities

- Natural environment
- 3.4% employed in the cultural economy – the national average is 2.3%
- Good mix of businesses in the cultural economy's 'value chain'
- Strategic decision by Griffith University to develop its Gold Coast campus
- A significant underpinning for the knowledge economy generally and for the cultural economy specifically
- A spirit of enterprise which is evident in many sectors

Architecture

- Architecture programs at both Griffith and Bond universities
- Gold Coast architects have had to develop an outward-looking approach
- Urban design biennial conference
- Ten-year employment growth of 37% in architecture, visual arts and design

Fashion

- A harness for young talent
- Opportunities for individual entrepreneurship
- Low entry barriers to the industry
- Known for resort and surf-wear labels
- Jewellery, accessories, surf-board making
- Global, niche reputation
- Visual culture and brand of the region
- GCCC existing initiatives

Film

Capabilities

- Large proportion of young people involved in the industry
- Administrative skills considered to be in good supply
- Village Roadshow Studios infrastructure
- Reputation
- Growth of GC Film Festival
- GCCC existing initiatives

Impediments

- Volatility and competitiveness
- A strong Australian dollar
- Rapid employment, but also rapid loss of employment
- Absence of a 'Tropfest' type event
- New forms of digital production and distribution

Visual Arts

Capabilities

- City Gallery – a significant cultural driver
- Surge in self-motivated artists
- Rise in café culture that supports visual arts
- Public art policy
- Excellent provision of education in visual arts (QCA, Griffith University)
- Distinctive programs in multi-media (Bond)

Impediments

- Limitations of physical Gallery facilities at TACGC
- Lack of dedicated contemporary art space
- Lack of communication between artists
- Internet reception issues
- Loss of students/ youth to Sydney and Melbourne
- Private graphic design courses don't produce quality

Music

Capabilities

- Vibrancy, especially Southern end of the Gold Coast
- Eisteddfod
- Distinctive contemporary music program at Griffith

Impediments

- Lack of access to professionals in a mentor/ advisory role
- Limited number of venues
- Local scenes vulnerable to urban real estate volatilities

Performing Arts

Capabilities

- Thriving amateur scene
- TACGC infrastructure, skills, experience
- Regional Stages program
- Development of a 2000-seat theatre at Jupiters Casino

Impediments

- The need for small-scale performance spaces
- More interaction with professional practitioners

Museums, Heritage, Libraries

Capabilities

- Desire for heritage, local stories and product
- Potential economic growth of heritage tourism
- Increasing investment in Indigenous projects
- Strong local museum networks

Impediments

- Lack of a dedicated museum or well-resourced museum network
- Lack of adequate storage and conservation facilities
- Lack of communication between local museum groups, universities and schools

Writing, Publishing and Print Media

Capabilities

- Strength of informal writing community
- Writers' Force Young Writers group
- Library Services Writing Sessions

Impediments

- Limited number of programs in writing

ICT and Digital Economy

Capabilities

- Gold Coast Innovation Centre
- Partnerships to provide and promote export services
- Four universities offering specialised ICT courses
- Coomera TAFE

Impediments

- Absence of technology companies of any scale
- Disconnect between universities and local employment opportunities

Events/ Festivals

A growing range of Festivals and Events:

- Swell Sculpture Festival
- Film Festival
- Somerset Literary Festival
- Northern Gold Coast Festival of Light
- Blues on Broadbeach
- Bleach Festival
- Multicultural Festival
- Eisteddfod
- Urban Design Biennial Conference (Office of City Architect and Heritage)
- Urban Design Biennial Awards Program (Office of City Architect and Heritage)
- Heritage Expo
- Small Museums Conference
- Heritage Officers and Planners Conference
- New Gold Coast Festival in development

The Arts Centre Gold Coast

- Steps forward in policy and programming
- More proactive industry development role
- Seating capacity issues, absence of smaller spaces
- Survey of current and potential hirers undertaken
- Two propositions for the future of TACGC were not supported: an entirely new structure, and provision of a c.2000-seat theatre
- Limitations of the current gallery within TACGC were widely recognised
- Many significantly smaller communities have a more generously conceived Regional Gallery (Art Gallery at Murwillumbah)

Strategic Directions for the Precinct

Implications of the Audit

- Hard infrastructure needs identified consistently
- Smaller-scale facilities to be positioned in a number of communities, but . . .
- The health of the cultural economy – and the City as a whole – calls for a dedicated precinct
- Explore options for affordable working space
- Enhance the ‘cultural’ elements in the overall Gold Coast brand through the image effect of its built environment

Infrastructure and Role of a Precinct (Audit and Benchmarking)

- Strategic re-think of the relation between the soft and hard infrastructure
- Complex set of social connections – creative clusters
- Distinctive positioning will lie in the unique linkages established internally and externally
- High profile institutions, well-designed public spaces and ‘iconic’ architecture
- A place for cultural consumption and cultural production
- Continuing end-user consultation

Pointers from industry consultation

The Arts Centre and the Gallery

- Recognition of the City’s heritage
- Education and training or incubation facilities
- Meeting and making spaces
- Provision of outdoor performing (and screening) spaces
- Congruent retail and other commercial elements
- Strong connectivity within the Precinct, to neighbouring areas and to the broader cultural economy
- An emphasis on quality rather than quantity
- Museum housing items of local cultural heritage significance
- An alternative would be a museum hub
- Could also house a Science component
- Could be re-conceived as a single, multi-disciplinary centre
- Full feasibility study
- The exhibition and knowledge-related components on-site

Education and Training Facilities

- Partnership arrangements with one or more appropriate tertiary sector or VET institutions
- Contribute strongly to the Precinct's identity and vibrancy
- Encourage use of the site by young people
- Complement the production and presentation facilities and services

Other Elements

- Wi-Fi and Informatics
 - Freely available wi-fi
 - Connections between producer and consumer
 - A place to 'hang out'
 - Large urban screens
 - Mobile apps. with highly localised information
 - Public installations responding to local information flows
 - Interactive digital tourist i
- Retail and commercial
- Parklands and Lake
- Carparking

Soft Infrastructure

- Management and governance
- Two-way flow of information and activities
- Interaction with creative practitioners and businesses nationally and internationally
- Networks, facilitated by the Precinct, but extending beyond the Precinct
- Festivals, producers located in the Precinct
- An anchor cultural or educational tenant – ideally a technology-based business or education institution
- A holistic approach to the cultural economy



A Vision and Charter for the Precinct

Gold Coast Cultural Precinct

Mission

To provide a creative heart that facilitates a dynamic transfer of ideas and experiences within and beyond the precinct, and a city soul which enriches all

Vision

The Precinct will be the heart of the Gold Coast for residents and a highly valued addition to visitors Gold Coast experience. It will provide community meeting, recreation and celebration space as well as a unique mix of cultural facilities and activities

Precinct Objectives

To provide a stimulating, welcoming, accessible destination for Gold Coast residents and visitors

To achieve a high level of community ownership through affordable events and activities

To represent the Gold Coast as a leading city for creativity, innovative ideas, and in all forms of cultural expression

To harness new and digital media, achieving connectivity throughout the city

To accommodate events and activities, and important civic commemorations

To facilitate the development of creative businesses and practitioners

To create strong linkages between cultural/ creative education, training, production and presentation

To demonstrate distinctiveness and quality in its design and realisation

To acknowledge and celebrate Indigenous culture

To build a sense of identity and place

To maintain financial and operational sustainability

To develop and maintain the distinctive natural environment

Measuring Success

Outcomes

A continuous and high quality mix of cultural programming and civic activity that is recognised as leading-edge and stimulating

Regular programs and services which support the development of creative businesses and growth of the broader cultural economy of the region

High levels of first-time and return visitation; a broad demographic appeal; equally attractive to residents and visitors

Measure (actual against target)

- Number of events precinct-wide
- New work
- Program breadth
- Public feedback
- Collaborative programs between institutions on-site
- Media commentary
- Support programs delivered
- No. new local, state and international creative partnerships developed by institutions on-site
- Participation rates
- Participant feedback
- Survival and growth rates of local creative businesses, artists and organisations
- First-time attenders
- Repeat attenders
- Intra-State, inter-State and international visitors
- Demographic profile

Governance

- A dedicated entity
- Carriage of the vision
- Partnerships and contractual arrangements
- Accountability to key stakeholders
- Clarity of direction
- Control
- Transparency
- Continuity

Initiatives to support the Cultural Economy

Cultural Economy Development

- A focus on design, screen culture and visual arts
- Fashion
- Film and digital media
- Visual arts and design
- ICT and digital economy
- Establishment or attraction of professional performing arts organisations

Supportive environment for creative businesses & practitioners

- Wi-Fi connectivity
- Mentoring programs and transition-to-work programs
- Connections between education institutions, entrepreneurs and other agents
- Inter-regional connections and international partnerships
- Cultural export development
- Options for affordable working spaces
- Commissioning industry development research

Strategies to Optimise Employment Creation

- Overall objective is: ***to generate and sustain employment in the cultural economy through skills development and promotion***
- Bold Future Vision
- Corporate Plan 2009-2014
- Cultural Development Policy
- Cultural Development Strategy
- Economic Development Strategy
- Business Gold Coast 2020

Multi-Sector Issues

- The challenge of skills retention
- Digitisation opportunities
- Fragmentation
- Meeting and making spaces
- Gaps in knowledge
- Urban infomatics
- Reimaging City brand and identity
- City Planning Advocacy
- Exploiting cultural tourism potential
- Youth engagement
- State and national connections
- Export and global connections
- Development alternative funding and partnership models

Key Performance Measures

- Sector-specific mentoring programs
- Transition to work/ business programs
- Facilitate access to mentoring and internship opportunities Continue support for incubators
- Facilitate creative practitioner networking
- Develop Evandale Precinct as a hub for the whole City
- Facilitate access to temporary spaces (Gold Spaces, etc.)
- Provide mixed zoning in selected areas
- Enhance visibility through public art initiatives
- Establish/ sustain awards and celebrations of local achievement
- Sustain Festival developments
- Pursue cross collaboration of Council directorates
- Facilitate international partnerships
- Represent the GC at trade and industry events

Recommended Key Strategies

- Participation in mentoring and transition to work programs
- Incubator utilisation, turnover, participating business survival and growth rates
- Employment retention and growth amongst program-related businesses/ organisations
- Value-added amongst program-related businesses/ organisations

Sectors

- Film, Broadcasting & Interactive Media
- Design and Creative Services
- Visual Arts and Crafts
- Music
- Performance and Celebration
- Writing and Publishing
- Cultural Heritage

Closing Comments

Disciplines and processes in Precinct development

- Cultural planning and social planning
- Demand and needs assessment
- Visioning
- Urban planning
- Design principles
- Transport

Delivering the Precinct: critical factors

- Project champions
- Leadership from the top
- Speaking with one voice
- Positioning of The Arts Centre Gold Coast
- Partnership building – public, private, third sector
- Delivery model
- Building bi-partisan support
- Sustainability and the mixed economy
- Phasing

Tricks and Traps

- Beware the rhetoric
- In for the long haul
- Managing expectations
- Quality, quality, quality