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

<table>
<thead>
<tr>
<th>Unit</th>
<th>Total Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre Improvement Program</td>
<td>30,000</td>
</tr>
<tr>
<td>Community Venues and Services</td>
<td>4,500,000</td>
</tr>
<tr>
<td>Library Services and Cultural Development</td>
<td>24,451,438</td>
</tr>
<tr>
<td>Economic Development and Major Projects</td>
<td>1,234,500</td>
</tr>
<tr>
<td>Legal Services and Cultural Heritage</td>
<td>105,292</td>
</tr>
<tr>
<td>Licensing and Approvals</td>
<td>679,730</td>
</tr>
<tr>
<td>Office of the CEO</td>
<td>14,469,680</td>
</tr>
<tr>
<td>Office of the City Architect and Heritage</td>
<td>528,000</td>
</tr>
<tr>
<td>Parks and Recreational Services</td>
<td>180,000</td>
</tr>
<tr>
<td>Social Planning and Development</td>
<td>13,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>46,191,640</td>
</tr>
</tbody>
</table>

## No. cultural and creative businesses

<table>
<thead>
<tr>
<th>Gold Coast Sub-Industries</th>
<th>Totals</th>
<th>Proportions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising, Graphic Media and Marketing</td>
<td>615</td>
<td>27.78%</td>
</tr>
<tr>
<td>Architecture, Visual Arts and Design</td>
<td>549</td>
<td>24.80%</td>
</tr>
<tr>
<td>Writing, Publishing and Print Media</td>
<td>275</td>
<td>12.42%</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>235</td>
<td>10.61%</td>
</tr>
<tr>
<td>Music Compositions and Production</td>
<td>169</td>
<td>7.63%</td>
</tr>
<tr>
<td>Film, Television and Entertainment Software</td>
<td>96</td>
<td>4.34%</td>
</tr>
<tr>
<td>Fashion</td>
<td>96</td>
<td>4.34%</td>
</tr>
<tr>
<td>Public Space and Events</td>
<td>61</td>
<td>2.76%</td>
</tr>
<tr>
<td>Libraries and Educational Institutions</td>
<td>53</td>
<td>2.39%</td>
</tr>
<tr>
<td>Museums and Heritage</td>
<td>38</td>
<td>1.72%</td>
</tr>
<tr>
<td>Software Development and Interactive Content</td>
<td>27</td>
<td>1.22%</td>
</tr>
<tr>
<td>Total cultural and creative arts</td>
<td>2,214</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
**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

## 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

## 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
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)
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

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

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 information
- Retail and commercial
- Parklands and Lake
- Carparking
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

<table>
<thead>
<tr>
<th>To provide a stimulating, welcoming, accessible destination for Gold Coast residents and visitors</th>
<th>To achieve a high level of community ownership through affordable events and activities</th>
<th>To represent the Gold Coast as a leading city for creativity, innovative ideas, and in all forms of cultural expression</th>
<th>To harness new and digital media, achieving connectivity throughout the city</th>
</tr>
</thead>
<tbody>
<tr>
<td>To accommodate events and activities, and important civic commemorations</td>
<td>To facilitate the development of creative businesses and practitioners</td>
<td>To create strong linkages between cultural/creative education, training, production and presentation</td>
<td>To demonstrate distinctiveness and quality in its design and realisation</td>
</tr>
<tr>
<td>To acknowledge and celebrate Indigenous culture</td>
<td>To build a sense of identity and place</td>
<td>To maintain financial and operational sustainability</td>
<td>To develop and maintain the distinctive natural environment</td>
</tr>
</tbody>
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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