



Arts Queensland

Cultural Precinct Strategy

2013–2015



Contents

The Cultural Precinct.....	4
Positioning the precinct.....	4
Building on success	6
Strategic context	7
Strategic partners.....	7
Strategic objectives	9
Proposed actions.....	9
1. Programming and partnerships	9
2. Positioning and marketing.....	10
3. Digital precinct	11
4. Infrastructure master planning.....	11
Monitoring and performance.....	11
Signatories	14

The Cultural Precinct

The Cultural Precinct, the centerpiece of Queensland's arts portfolio, occupies a prime location on Brisbane's South Bank adjacent to the city's CBD and is home to the State's leading arts and cultural institutions:

- Queensland Art Gallery | Gallery of Modern Art (QAGOMA)
- Queensland Museum and Science Centre
- Queensland Performing Arts Centre
- State Library of Queensland

This collection of co-located cultural institutions on a single site is unique in Australia and rare world-wide. The precinct represents a major investment by the Queensland Government with a replacement value of more than \$1 billion along with a \$114 million annual investment in operational funding. Together with South Bank Parklands, the Brisbane Convention and Exhibition Centre and neighbouring institutions such as the Queensland Conservatorium, it forms a concentration of cultural, educational, retail and recreational facilities of a quality and scale that is unparalleled nationally and would rival many international cities.

The purpose of this Cultural Precinct Strategy is to maximise the return on the public investment this unique co-location offers to the people of Queensland, grow Queensland's arts and cultural sector and unlock the potential of cultural tourism.

Positioning the precinct

Arts and culture are transformative forces for modern cities and help to position them as attractive places to live, work and invest. A vibrant arts and cultural scene is critical to attracting major businesses to Brisbane and is a multiplier for Queensland's economy contributing significantly beyond the direct investment in the sector. Arts and culture has become central to the promotion of Brisbane to both business investors and tourists alike.

Moving from a 'cultural centre' as it currently stands, to an integrated precinct will connect the spaces between the physical buildings, the collections, programs and people within them. By doing this the Cultural Precinct will present a vibrant visitor experience for tourists and locals alike, celebrating and recognising the diversity and strengths of four institutions in the one location.

The Cultural Precinct and the South Bank Parklands have already achieved iconic status for Brisbane and amongst Queenslanders more widely – a reputation that is now central to positioning Brisbane on the world stage as a New World City. By maximising the investment in its existing assets, the precinct will play a timely and key role in profiling the city and the state through emerging international opportunities, most notably the upcoming 2014 G20 summit which will be centred on the wider South Bank precinct.

DODIYA, *Atul Somersault in sandalwood sky* 2012 India 1959. Teak wood cabinets with archival prints, paintings, sculptures and found objects Purchased 2012. QAGOMA Collection. The 7th Asia Pacific Triennial of Contemporary Art. Photo courtesy Queensland Art Gallery.



Building on success

Queensland's major cultural institutions have established an enviable reputation nationally and internationally attracting more than 4.8 million visitors in 2011-12 across the precinct. Individually they have staged some of the most successful and innovative arts programming in the country including the Asia Pacific Triennial and exhibitions of the work of artists Andy Warhol, Picasso and Matisse or exclusive collections from the Prado or Met (QAGOMA), the *Mummy: Secrets of the Tomb* (QM), the exclusive Hamburg season and Paris Opera Ballet (QPAC) and the Indigenous programming at kuril dhagun or the digital innovation of The Edge (SLQ).

The recent *Torres Strait Islands: A Celebration* in 2011 demonstrated the richness and power of our state's flagship cultural assets in delivering a truly engaging collaborative program. This strategy aims to leverage the individual and collective success the co-location provides.



A Midsummer Night's Dream, Hamburg Ballet, part of the International Series at QPAC. Photo: Holger Badekow.

Strategic context

Recommendations in the Auditor-General's 2011 *Report to Parliament (No. 9 Acquisition and public access to the Museum, Arts Gallery and Library collections)* included:

- Arts Queensland engage with tourism and events bodies to work toward the development of an Arts and Cultural Tourism and Events strategy
- All agencies develop strategies to promote greater collaboration among the Museum, Gallery and Library such as:
 - The development of a Cultural Centre strategy and plan
 - Encourage greater cross development and promotion of exhibitions and programs.

Arts Queensland, in its response to Parliament's Finance and Administration Committee's review of the Auditor-General's report, advised the Cultural Centre strategy would aim to:

- Promote the unique role the Cultural Centre precinct plays in demonstrating how valuable arts and culture are to Queenslanders' quality of life
- Ensure best value for money out of staged improvements to infrastructure and the public realm areas of the precinct
- Identify key partnership opportunities, both within the precinct and across the state

The Queensland Government has identified tourism as one of the four pillars of Queensland's economy. Through its DestinationQ partnership with the tourism industry, the Government aims to get Queensland's tourism industry back on track as Australia's number one tourist destination, including a target of doubling visitor expenditure to \$30 billion by 2020.

Cultural tourism is a niche market contributor and the Government is committed to ensuring the state utilises our existing cultural precincts to their full potential so that Queensland is able to secure maximum opportunities by working together to offer visitors high quality arts and cultural experiences. The Government's *Arts for all Queenslanders* policy highlights the role that the arts play in Queensland's cultural and economic development and seeks to grow Queensland's reputation as a destination to experience innovative, exciting and inspiring arts experiences.

Strategic partners

The Cultural Precinct Strategy will be driven by the strategic partnership between:

- Queensland Government – led by Arts Queensland
- Queensland Art Gallery | Gallery of Modern Art (QAGOMA)
- Queensland Museum
- Queensland Performing Arts Centre
- State Library of Queensland



ART GALLERY

Strategic objectives

Through this Cultural Precinct Strategy the strategic partners will work together to:

1. Develop a coordinated long-term plan to promote, position and activate the Cultural Precinct as an outstanding cultural tourism destination within a competitive domestic and international market
2. Create a coordinated program of internationally recognised, high-quality arts and cultural experiences and events for both domestic and international visitors
3. Maximise the return on the public investment the unique co-location presents

Proposed actions

The precinct strategy will be delivered through four key action areas:

1. Programming and Partnerships
2. Positioning and Marketing
3. Digital Precinct
4. Infrastructure and master planning

1. Programming and partnerships

Working collaboratively to develop a coordinated approach to:

- Opportunities for thematic collaborations implemented at least annually
- Opportunities for a signature arts and cultural program in the lead up to the G20
- Seasonal precinct programming
- Activation of outdoor programming including performances or exhibitions
- Creative partnerships with major arts and cultural companies and South Bank Parklands
- Continuing to build the precinct's reputation for exclusive 'blockbuster' events through partnerships with Tourism and Events Queensland
- Building on Queensland's unique position as the only state with two Indigenous cultures to showcase the work of Indigenous artists and offer cultural tourists an authentic experience
- Establishing a formal protocol for communication and engagement with neighbouring institutions to maximise efficient and effective use of public spaces and resources
- Working in collaboration with schools and other educational institutions to coordinate cross-precinct access and maximise educational and cultural outcomes

2. Positioning and marketing

Creating, packaging and promoting attractive, innovative cultural offers by:

- Working with tourism, major event and marketing bodies to package and promote offers for cultural consumers
- Maximising opportunities for precinct-wide cross promotion and collaborative marketing and promotions
- Considering joint approaches to consumer behaviour research (with a particular focus on cultural tourists), to provide an evidence base for cross-precinct marketing and promotion activities and offer insights into consumer behaviour and programming preferences



Crowds enjoy Inventory in the the refurbished Queensland Museum South Bank. Photo courtesy Queensland Museum

3. Digital precinct

Developing a strong online presence for the precinct in both national and international markets that:

- Explore digital platforms and solutions including a precinct mobile app or site with functionality to aggregate ‘what’s on’ information and allow for integrated ticketing
- Expand regional access opportunities through remote video streaming of live performances
- Capitalise on the rollout of broadband technology to:
 - develop digital engagement strategies
 - exploit online platforms and social media
 - increase access to the precincts’ collections, performances and staff expertise
 - develop material relevant to the new national curricula
- Revitalise the precinct common areas through digital signage and presentation of arts and cultural content to provide enhanced way-finding and ‘what’s on’ information for visitors

4. Infrastructure master planning

Work with cultural infrastructure planners through the proposed Cultural Precinct Master Plan to maximise the activation of Cultural Precinct infrastructure and improve the visitor experience by:

- Contributing strategically to precinct master planning to support future cultural infrastructure investment and renewal of facilities
- Identifying opportunities for further animation of the precinct and improvements to common services
- Undertake a feasibility study for off-site storage facilities and expand public space in the precinct buildings

Monitoring and performance

The Cultural Precinct Strategy will articulate the return on the Government’s investment in the precinct and the cultural, economic and public value of its operations. The strategy’s success will be monitored through:

- Reviewing and benchmarking the visitor experience across the precinct utilising a common audience segmentation system
- Creating an annual report card that analyses and highlights the cultural, economic and public value of the precinct
- Developing a range of common measures, using existing indicators where possible, including for:
 - engagement and visitation - visitor numbers and satisfaction, intent to recommend or return
 - economic investment and return - increase in visitor nights and cultural tourist expenditure, leveraged value of partnerships/sponsorships, economic impact analysis
 - digital engagement – including demographic, consumer, volume and traffic metrics
- Conducting a formal evaluation of its first three years of operations that examines its effectiveness in meeting the strategy’s objectives and implementing its four key action areas

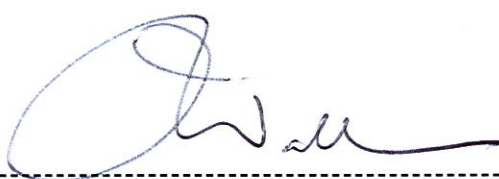


Cultural Precinct Strategy 2013–2015

Through this Cultural Precinct Strategy we, the Queensland Government and Arts Statutory Bodies, agree to work together to:

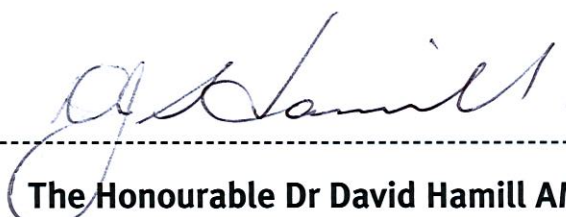
- Develop a coordinated long-term plan to promote, position and activate the Cultural Precinct as an outstanding cultural tourism destination within a competitive domestic and international market;
- Create a coordinated program of internationally recognised, high-quality arts and cultural experiences and events for both domestic and international visitors; and
- Maximise the return on the public investment the unique co-location presents.

Signatories



The Honourable Ian Walker MP

Minister for Science, Information Technology,
Innovation and the Arts



The Honourable Dr David Hamill AM

Chair, Board of the Queensland Museum



Mr Henry Smerdon AM

Chair, Queensland Performing Arts Trust



Mr Philip Bacon AM representing Professor Susan Street

Chair, Board of the Queensland Art Gallery



Professor Emeritus Roland Sussex OAM

Chair, Library Board of Queensland

Sunday 16 June 2013

