

2022  
-2024

# Strategic Plan

GASWORKS ARTS PARK



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# Vision and Mission

## Vision

A beautiful creative precinct where people gather for connection and to experience the transformative effects of art, nature, heritage and culture

## Mission

Gasworks Arts contributes to the creative evolution of arts and culture in the City of Port Phillip and beyond. We protect and enrich the precinct so that it is functional, beautiful and cherished by the community. And we create and present quality visual and performing arts programming, cultural activities and community events



# A community-led public asset in a changing context

## PLACE

Gasworks is situated in Albert Park, 3km from the CBD on coastal land traditionally owned by the Yaluk-ut Weelam Clan of the Boonwurrung people. Throughout its diverse cultural, natural and industrial history, the land has provided for the people. As the South Melbourne Gasworks from 1873 it was the largest employer in the area. From 1986 it was transformed into a thriving arts and cultural precinct, with its heritage buildings housing two theatres, art galleries, artist studios, workshop spaces, offices and a cafe. Natural beauty, flora and fauna live within its walls. As a public cultural asset and local gathering place, Gasworks aims to connect with, better understand and serve its local community. It also seeks to ensure that its spaces and programming reflects the community's needs and preferences, and that the Arts Park is welcoming, open and accessible for all.

## PANDEMIC

COVID has driven an increase in social isolation, local walking culture, demand for outdoor meeting and public spaces, remote work, and hyper-local neighbourhood sourcing of needs. Appreciation of the role of creative arts in community wellbeing has increased, however arts workforces have experienced employment and housing precarity, and many skilled artists and workers have migrated to other industries and communities.



# A community-led public asset in a changing context

## DIGITAL ENGAGEMENT WITH THE ARTS

While digital and hybrid consumption of the arts has increased, convenient access to an expansive global palette of arts offerings challenges how Gasworks will plan and innovate its online programming and promotion, to meet audience needs and expectations.



## NEW COUNCIL PLAN 2021-31

As a community-led organisation, Gasworks Arts is proud to partner with the City of Port Phillip and contribute towards the new vision for 'Proudly Port Phillip: A liveable and vibrant City that enhances the wellbeing of our community'. In addition to our role as a multi-arts and cultural destination, we aim to connect with local residents and foster enjoyable and contributive civic participation.

## PARK REDEVELOPMENT

The Council Plan includes a budget for redevelopment of Gasworks, firstly to address site contamination and secondly to improve landscaping and facilities. The reinstatement works are scheduled to be completed in 2023/24. Gasworks is participating in this process.

## LOCAL SCHOOLS

Over the next 3 years Albert Park College and VCASS, together with the Victorian Department of Education and Training, will be building a 300 seat auditorium adjacent to the park. Gasworks wants to influence how the surrounding public space is used, ensuring this new facility enriches the precinct and its usability.

# Key Goals

## GOAL 1 - PRECINCT

Enhance the artistic, functional and aesthetic characteristics of the Gasworks Arts Park Precinct so that it is cherished as a creative and welcoming gathering place for the local community and visitors of all ages and abilities.

## GOAL 2 - ARTISTIC AND CULTURAL OUTPUTS

Deliver engaging and transformational artistic and cultural experiences through quality visual and performing arts programming, artistic development offerings, cultural activities and community engagement opportunities.

## GOAL 3 - CONNECTIONS

Grow and strengthen Gasworks' relationships with audiences, visitors, supporters, partners, local businesses, Council, schools and the community.

## GOAL 4 - OPERATIONS

Ensure Gasworks is well managed and operates in an effective and efficient manner demonstrating organisational stability, quality execution and a robust and diversified revenue base.



# Goal 1 - Precinct

Enhance the artistic, functional and aesthetic characteristics of the Gasworks Arts Park Precinct so that it is cherished as a creative and welcoming gathering place for the local community and visitors of all ages and abilities.



## 1.1 ART IN THE PARK

Enrich the experience of visiting the park by incorporating art in an integral way – dissolving the barrier between inside gallery and performance spaces and outside parkland and walls to give the arts a more 'living presence' so that it is cherished as a creative and welcoming gathering place for the local community and visitors of all ages and abilities.

## 1.2 PARK REDEVELOPMENT

Influence and leverage opportunities arising from the City of Port Phillip's redevelopment of Gasworks Arts Park, to improve park infrastructure, layout and aesthetics, for the presentation of arts and cultural events, and for community enjoyment.

## 1.3 NATURE OF PRECINCT

Ensure the precinct is welcoming, functional and accessible for all visitors.

# Goal 2 - Artistic and Cultural Outputs

Enhance the artistic, functional and aesthetic characteristics of the Gasworks Arts Park Precinct so that it is cherished as a creative and welcoming gathering place for the local community and visitors of all ages and abilities.

## 2.1 PERFORMING ARTS

Create and present Gasworks' innovative performing arts program, focusing on Australian contemporary drama, new and original theatre, cabaret, dance, physical theatre and circus designed to delight, inspire, provoke, entertain and stimulate intellectual curiosity, contributing to the Australian cultural dialogue.

## 2.2 VISUAL ARTS

Curate compelling visual art exhibitions and displays, including showcasing groups and solo artists across a variety of genres and formats.

## 2.3 DIGITAL

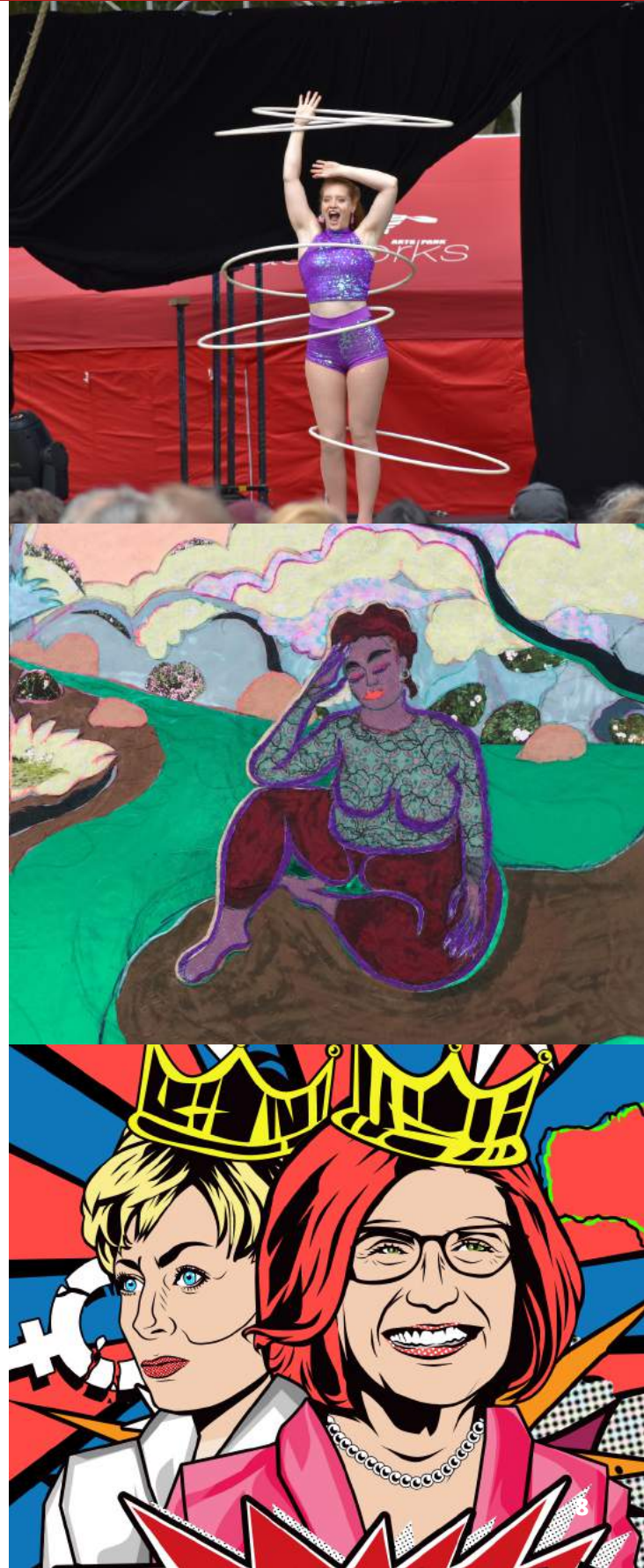
Grow and evolve Gasworks' digital and hybrid programming to meet audience and artist expectations, keep up with industry trends and ensure Gasworks' continued relevance and accessibility.

## 2.4 ARTIST DEVELOPMENT

Support and nurture the cultural contribution of local visual and performing artists by providing artistic development opportunities to artists at varying stages of their careers including exhibition and presentation opportunities, artist residencies, career development programs, mentorship and collaboration.

## 2.5 COMMUNITY

Serve the local community by providing diverse and accessible classes, workshops, activities and other opportunities for people of all ages and abilities to engage with art and culture.





# Goal 3 - Connections

Grow and strengthen Gasworks' relationships with audiences, visitors, supporters, partners, local businesses, Council, schools and the community.



## 3.1 AUDIENCE DEVELOPMENT

Rebuild Gasworks' profile and grow audiences and visitors across our core offerings, through targeted digital and non-digital marketing strategies, for specific Gasworks activities, performances and events in the local, 10km and greater Melbourne areas.

## 3.2 AUDIENCE ENGAGEMENT

Deepen audience and visitor engagement onsite and online, to cultivate unique and special experiences, building loyalty and advocacy amongst Gasworks constituents.

## 3.3 AUDIENCE PREFERENCES

Improve our understanding of the local community's needs and interests to ensure Gasworks' programming better reflects these preferences.

## 3.4 SUPPORTERS

Foster a community of capable and contributing supporters and organisations who collectively ensure Gasworks' continuity as an open, green, community, arts and cultural precinct for future generations.

# Goal 3 - Connections (cont)

Grow and strengthen Gasworks' relationships with audiences, visitors, supporters, partners, local businesses, Council, schools and the community.



## 3.5 DONORS

3.5 Cultivate passionate donor-advocates by growing and deepening connections with current and new donors and philanthropic supporters.

## 3.6 LOCAL COLLABORATION

Collaborate with local businesses, local schools, community groups and Council on strategies to serve the local community and enliven the precinct.

## 3.7 PARTNERSHIPS

Build mutually beneficial partnerships with arts organisations and businesses to develop and deliver shared value for Gasworks, its partners, artists, audiences and the local community.

## 3.8 COMMUNITY PRIDE

Build a sense of pride for Gasworks within the local community, helping people understand and appreciate the importance of Gasworks as a public cultural asset and local gathering place.

# Goal 4 - Operations

Ensure Gasworks is well managed and operates in an effective and efficient manner demonstrating organisational stability, quality execution and a robust and diversified revenue base.

## 4.1 FINANCIAL AND RISK MANAGEMENT

Ensure sound financial management by maintaining appropriate systems and risk management procedures.

## 4.2 STAFF AND ARTISTS

Recruit, retain and engage high-quality staff and artists, capable of contributing to a positive and cohesive culture and making Gasworks an enjoyable place to work.

## 4.3 BUDGET AND PLANNING

Ensure all projects and programs are realistic and achievable and allocate adequate financial and human resources to facilitate success.

## 4.4 INCOME

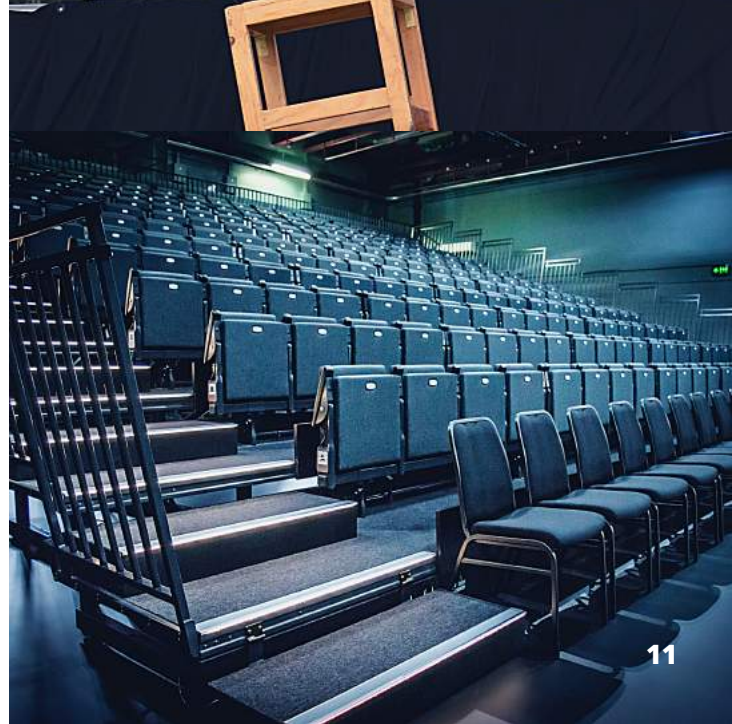
Grow and diversify income streams through increased ticket sales, venue hire, paid public offerings, government grants, philanthropy and corporate partnerships.

## 4.5 ASSETS AND INFRASTRUCTURE

Strengthen and maintain Gasworks' physical assets, infrastructure and systems - including its technology, physical infrastructure and business systems to ensure Gasworks can deliver safe, seamless and enjoyable experiences.

## 4.6 BOARD

Maintain a Board of Management with the appropriate skills necessary to advise the organisation on financial, operational and governance matters, revising the Board and Board sub-committees as needed.





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gasworks