

STRATEGIC PLAN

2020 to 2024



canberra
glassworks



Introduction

This is a strategic business plan for Canberra Glassworks for the years 2020 – 2024 setting out what we do, why we do it and how, to guide us as an organisation and to inform all our partners, funders and others investing in our work.

It outlines our strategic priorities and the information we used to determine these, reconfirms our vision and mission and sets out some very specific goals and strategies for this period. From this we will work towards developing detailed action plans which will clearly articulate roles and timelines for achievement.

This document reflects our aspirations as a leading Australian cultural institution and the national centre for glass making and recognises the role we have to play for artists, communities living and working in the ACT and visitors to our nation's capital. We recognise the benefits of participation in the arts, the positive impact this has on health and wellbeing, connectivity and inclusiveness and its role as a conduit to freedom of expression and the building of bridges between cultures.

Furthermore the skills associated with glass making and artistic practices – creative thinking, self-discipline, collaboration, risk taking and innovation - are skills that are in great demand in our contemporary knowledge economy. Our work contributes to the local economy by providing a focal point to attract tourist dollars and help promote the region as a cultural destination.

Canberra Glassworks will forge important collaborative partnerships with organisations in other countries and while these partnerships involve exchanges of ideas, culture and knowledge, they are also the key to promoting our national interest and reputation.

But above all we will provide support and encouragement to our makers to assist them to develop sustainable business models to achieve their ambitions– glassmakers, artists and designers because they are at the heart of everything we do.

History and key achievements

Canberra Glassworks opened in 2007 as a special initiative of artsACT following significant consultation, feasibility and business planning with the ACT arts community to position Canberra as the pre-eminent glass art producer in Australia. It provides industry infrastructure for artists as well as being a significant cultural tourism attraction. Twelve years later it continues as the only arts institution of its type in Australia dedicated to contemporary glass art making and is one of few such institutions internationally.

Its current core programs and services deliver the following:

For artists and the arts community: an opportunity for experimentation, sharing, mentoring, discovery and commissions

- Affordable equipment and unique facilities including studios and work spaces
- A diverse range of intensive workshops and masterclasses taught by leading glass artists providing professional development opportunities
- Residency programs engaging local, national and international artists to explore, develop and realise new work
- Specific development support and opportunities for emerging, mid-career and established artists
- Opportunities to see the work of leading glass artists through the exhibition program including exhibitions of work made at the Glassworks
- Opportunities for sales and commissions of work

For the general public:

- A unique experience with diverse opportunities for visitors to interact with and learn about glass making in a world class glass working facility
- A critical dialogue and better knowledge and understanding of contemporary glass in Australia through the exhibition program
- Professional Workshops including Creative Workshop Adult Short Courses, school tours and workshops, Classes on Demand and Steps to Induction provide education and further awareness of glass making processes and techniques.
- Educational opportunities including hands-on activities and tours aligned with the Australian school curriculum
- Opportunities to hear firsthand from the artists about their work and processes with Sunday Gather sessions in the Hotshop, Engine Room and Flameworking areas of the facility and regular floor talk

And for Canberra and Australia:

- The preservation, interpretation and development of a unique art making practice
- Cultural diplomacy through the many links and partnerships between Glassworks and its artists to other countries, placing Australian artists within an international context
- The maintenance, promotion and public use of an historic facility – Glassworks being housed in the oldest public building still standing in Canberra – the original Power House for the City
- A significant cultural tourism attraction for the Kingston Arts Precinct

KEY ACHIEVEMENTS**Since 2010 Canberra Glassworks has:**

- worked with 597 hiring artists
- had 529 282 visitors
- delivered 352 Heritage tours of the building
- provided 62 exhibition opportunities for more than 160 artists
- provided over 150 artist residencies
- developed four international partnerships
- used 78 tonnes of batch (powdered glass) to melt 72 tonnes of glass
- replaced the main furnace three times
- earned on average 54 % of our annual income from sales, production and commissions, hiring and events
- built our digital profile to over 4500 email subscribers, 8300 Facebook followers and 4257 Instagram followers from around the world

Strategic Plan

First to clarify our vision and purpose:

OUR PURPOSE

Canberra Glassworks is Australia's national centre for artists who work with glass, a core cultural asset at the heart of the Kingston Arts Precinct, and a place where we embrace experimentation, education and engagement.

OUR VISION

In ten years' time we will be a thriving and ambitious organisation where the creative potential and skills of artists working with glass are valued, championed and shared and increasingly sought after by the public, curators and collectors.

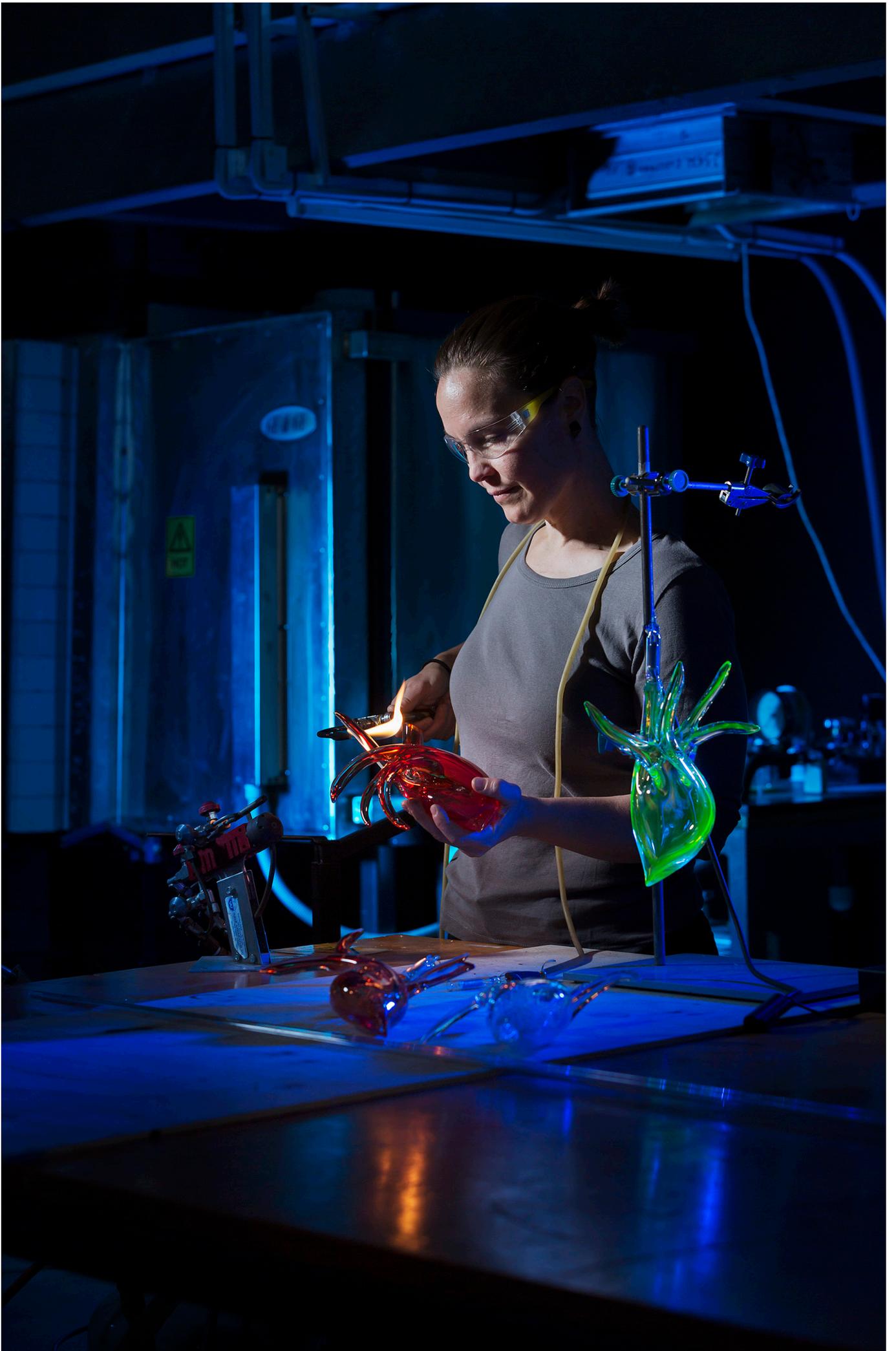
To achieve this ambition there are seven key goals across our business identified as critical to achieving our purpose and vision over the next five years:

IN OUR WORK

1. **Practice** – Perform at the highest level in all that we do – from education to exhibitions, facilities to retail – improving all aspects of industry, stakeholder and public engagement with Canberra Glassworks
2. **Pathways** – Recognise artists are at the heart of what we do and create the pathways and potential for them to develop sustainable careers and markets for their work nationally and internationally.
3. **Place** – Acknowledge and celebrate the history of the Kingston Power House, the Ngunnawal and Ngambri Peoples, traditional custodians of the land on which it stands, and the leading role Canberra Glassworks will play in the Kingston Arts Precinct

IN OUR BUSINESS

4. **Provision** – Ensure our business model improves sustainability, organisational growth and resilience and demonstrates the considerable cultural, social and economic value we generate
5. **Profile** – Canberra Glassworks is recognised as a national and international centre for contemporary glass and centre of choice for artists, curators, collectors and purchasers of glass art
6. **Participation** – Increase levels of engagement with the unique experience of Glassworks across all audiences and communities
7. **People** – Develop a staffing and governance structure that is appropriate to the business and its resources, supporting development opportunities for staff and artists alike and work towards becoming an employer of choice



Strategies we will use to get there

Goals for the next five years in our work

1. PRACTICE

Raise the bar in all that we do from education to exhibitions, facilities to retail improving all aspects of industry, stakeholder and public engagement with the Glassworks

What will success look like	What we will do to achieve this goal
<ul style="list-style-type: none"> • High quality exhibitions, education and community engagement programs • Growing number of people and organisations wanting to partner and engage including artists, curators, funders and audiences • Greater than 80% positive visitor feedback • Positive critical response from peers 	1.1 Analyse all aspects of our business against vision and purpose to ensure quality and alignment
	1.2 Develop a high quality curated exhibition program in the building and with capacity to tour to leading galleries when appropriate
	1.3 Encourage leading international glass artists to visit Australia
	1.4 Develop opportunities for leading Australian artists to work in glass
	1.5 Ensure highest quality innovations when securing equipment and changes to facilities for both artists and the public
	1.6 Develop evaluation frameworks to be able to measure our progress across all aspects of our business

2. PATHWAYS

Recognise artists are at the heart of what we do and create the pathways and potential for them to develop sustainable careers and markets for their work nationally and internationally.

What will success look like	What we will do to achieve this goal
<ul style="list-style-type: none"> • More artists engaging with glass making through education and trainee positions at Canberra Glassworks • New work in glass from leading artists • Improved economic position for Australian artists • Increase in number of artists engaging with Canberra Glassworks 	2.1 Work in partnership with schools, further and higher education to ensure that students are aware of, and better prepared for, career opportunities in the visual arts, generating the sector's next generation of glass artists and cultural leaders
	2.2 Support emergent talent through the creation of high-quality, paid professional development including traineeships and temporary employment opportunities to retain talent in the ACT region
	2.3 Build on our current residencies and fellowships allowing artists to explore, develop and realise new work
	2.4 Implement professional development workshops for artists in business management, sustainability, marketing and communication

3. PLACE

Acknowledge and celebrate the history of the Kingston Power House, the Ngunnawal and Ngambri Peoples, traditional custodians of the land on which it stands and the role Glassworks will play in the Kingston Arts Precinct

What will success look like	What we will do to achieve this goal
<ul style="list-style-type: none"> • Implementation of, and funding secured for, first stage of three year capital improvement schedule including greening of the building • Incorporation of recognition of First Nation Peoples into the physical development and program for the centre • Positioning of Canberra Glassworks as the must-see attraction of the Kingston Arts Precinct 	<p>3.1 Develop a new facilities and site plan in line with the Kingston Arts Precinct development with appropriate interpretation of histories and heritage.</p>
	<p>3.2 Improve interpretation and education of the history and heritage of the site throughout the building and through public programs</p>
	<p>3.3 Create a collaborative culture between local arts organisations fostering new opportunities for artistic production, increased resource sharing therefore utilising our collective investment and maximising our creative output.</p>
	<p>3.4 Create an Indigenous Advisory group to advise on development of Reconciliation Action Plan and programs</p>

4. PROVISION

Build a better business model for Glassworks to improve sustainability, organisational growth and resilience and demonstrate the considerable cultural, social and economic value we generate.

What will success look like	What we will do to achieve this goal
<ul style="list-style-type: none"> • Productive long-term funding partnerships with our key funding partners – Australia Council and artsACT • New sources of income from trusts and foundations and the development of a long term fundraising strategy for individuals • Increasing percentage of overall income from own sales, rent and commissions • Maintain efficient running costs in key areas of production through greening of the site, pricing and • New evaluation framework and methodologies to measure progress and demonstrate value to all stakeholders 	<p>4.1 Ensure applications to both artsACT & the Australia Council in 2019 for multi-year support clearly articulate value of organisation and activity and are aligned with the funding agencies goals</p>
	<p>4.2 Build business cases for all new initiatives to ensure they are aligned with our vision and values and costed appropriately</p>
	<p>4.3 Grow all other aspects of funding, finance and earned income appropriate to our business and within this plan including realistic new partnerships with trusts and individual donors, new commissions and retail sales and partnerships with developers, architects and other sectors of the business community</p>
	<p>4.4 Invest in our own production lines to generate further sources of income</p>
	<p>4.5 Use Cultural Development Network Schema to evaluate programs</p>

5. PROFILE

Make Canberra Glassworks the recognised national and international centre for contemporary glass and centre of choice for artists, curators, collectors and purchasers of glass art

What will success look like	What we will do to achieve this goal
<ul style="list-style-type: none"> Improved brand recognition Increase in tourists and media generated Growth in glass as a medium for national and international artists, curators and collectors ACT residents are engaged with and proud of our facility 	5.1 Market Canberra Glassworks with the by-line “the National Centre for Glass”
	5.2 Further analyse our key markets and establish specific strategies to reach them
	5.3 Invest further in digital marketing as part of the re-branding
	5.4 Maximise the opportunities for international profiling through existing and new visual arts festivals and major events that attract national and international audiences to the ACT region
	5.5 Develop a stronger relationship with tourism and destination marketing agencies and attracting awards
	5.6 Capitalise on our international profile through our artists being invited to teach overseas

6. PARTICIPATION

Increase levels of engagement with the unique experience of Glassworks across all audiences and communities

What will success look like	What we will do to achieve this goal
<ul style="list-style-type: none"> Annual improvement in numbers across all areas of participation Annual improvement in diversity of participants to better reflect the population of the ACT Positive responses to all aspects of Glassworks engagement programs 	6.1 Ensure public and offsite programs encourage engagement and a strong sense of cultural identity and diversity of people living in the ACT region, including First Nation Peoples, bringing together communities and building social capital
	6.2 Develop new education initiatives that are sustainable and add value to our existing offer and establish innovative, participatory programs as an everyday experience
	6.3 Work in partnership with other sectors, including universities, on the research, development and delivery of new participatory programmes within health care, community and voluntary sectors to maximise intrinsic benefits
	6.4 Use Cultural Development Network Schema to evaluate programs

7. PEOPLE

Develop a staffing and governance structure that is appropriate to the business and its resources, provide support and training opportunities to staff and artists alike and work towards becoming an employer of choice.

What will success look like	What we will do to achieve this goal
<ul style="list-style-type: none"> • An educated, diverse and engaged board reflecting the skills required and the community we serve • Retention and development of key staff • Retention and increase in the number of trained volunteers • More artists engaged in hiring and supporting the Glassworks 	<p>7.1 Provide continued professional development for Board and staff and ensure that they are adequately trained and suited to their roles</p>
	<p>7.2 Ensure equitable pay for artists and good working conditions for employees creating a more stable sector to work within and enabling key staff retention</p>
	<p>7.3 Provide professional development opportunities for artists of all levels</p>
	<p>7.4 Grow the capacity, number and positive impact of our volunteers</p>
	<p>7.5 Artists skills developed through mentorships and Steps to Induction</p>

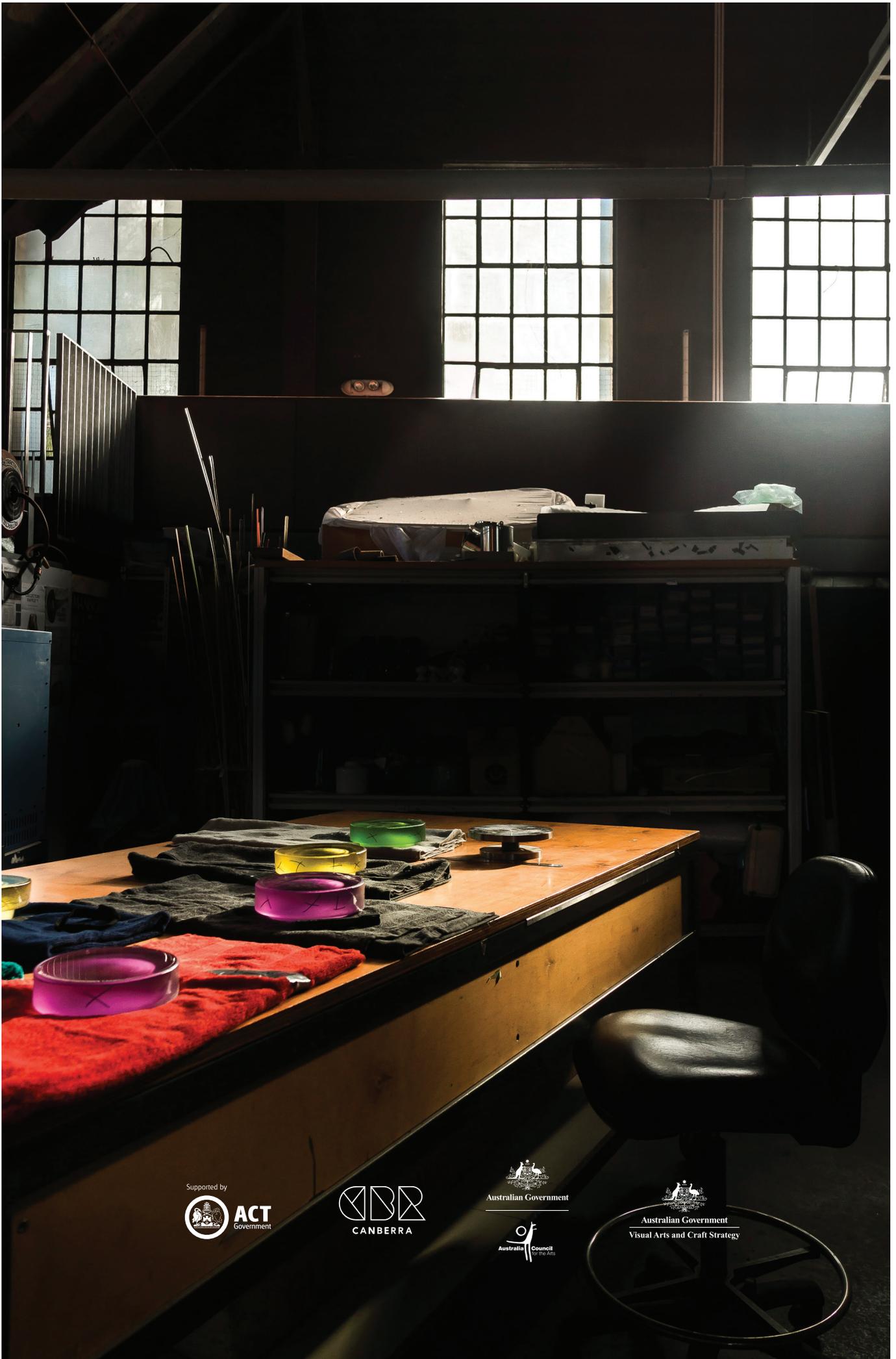
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Page 2: Canberra Glassworks Continuum platter. Photo: Adam McGrath

Page 7: Harriet Schwarzrock works on her neon hearts in the Project Space. Photo: Adam McGrath

Page 12: The Project Space. Photo: Sam Cooper



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