



canberra glassworks



# 2023 - 2027

## Strategic Plan





## EXECUTIVE SUMMARY

Canberra Glassworks is a major ACT arts centre that provides a range of well-equipped workshops for artists to develop and create works using the medium of glass. Established in 2007, it operates within the historic Kingston Powerhouse - a building that was Canberra's first major public building and played a critical role in the early development of Canberra. Opened in 1915, the Powerhouse has a National and ACT Heritage listing.

Built on the land of the Ngunnawal and Ngambri people who used the site as a meeting and gathering place, practising their culture on the banks of the Molonglo River for millennia, Canberra Glassworks acknowledges and respects the traditional custodians of the land on which it is located.

Canberra emerged as a leading location for artists working in glass following the establishment of the Glass Workshop at the ANU School of Art and the appointment of the internationally renowned artist, Klaus Moje as the inaugural director. The repurposing of the Powerhouse, one of the remaining buildings from the early industrial district of Canberra, into an arts centre for a medium that uses large industrial scale equipment to create its work was an innovative solution to protect the historical building while giving it a new life.

*'Canberra Glassworks primary focus always seems to be on encouraging the artist to excellence.'*

Brenden Scott French  
– Artist

Since its opening in 2007, Canberra Glassworks has been pivotal in the development of the careers of artists using glass as a creative medium. The collaborative process of the creation of studio glass has built a community of artists whose work has been recognised throughout the world. It attracts visiting artists who spend time in Canberra to access the facility. A program of curated exhibitions increases the profile of studio glass artists.

Pictured left:  
Artist in Residence, **Megan Cope** cold working in the Engine Room  
at Canberra Glassworks, 2021. Courtesy of Canberra Glassworks.



The Glassworks has become a tourist destination, enabling visitors to Canberra to see artists at work, blowing glass in the Hotshop, creating work in the kilns, and to experience exhibitions and purchase handmade objects in the shop. A program of classes and workshops enables members of the public to experience the process of creating glass objects and the experience is enhanced through guided tours for groups, school groups and a historical tour of the heritage building.

The period 2019 – 2021 was challenging as all the programs were interrupted due to extreme weather events, bushfires and an extreme hailstorm in the summer of 2019 – 20 immediately followed by the impact of the Covid 19 pandemic. The Glassworks carefully navigated this period moving some programs online but the impact of closures on artists, arts workers and visitors was significant.

Post-Covid, Canberra Glassworks has a positive future. Throughout 2022 all operational and program delivery areas have been reviewed to prepare the organisation for future growth and to embrace the exciting opportunities that are planned with the development of the Kingston Arts Precinct. Canberra Glassworks is committed to supporting the realisation of the ACT Government's *Statement of Ambition of the Arts 2021 – 2026* for Canberra to be recognised as Australia's Arts Capital. Canberra Glassworks will play a strong and tangible role in bringing the Ambition to life.

The 2023 – 2027 Strategic Plan identifies four strategic objectives that promote the growth and the development of glass as an artistic medium; that invests in developing career pathways, increasing skills and growing incomes for our artists and arts workers; that renews and develops partnerships across the arts, business and tourism sectors; that deepens engagement with visitors, customers and the Canberra community; and that ensures Canberra Glassworks has the funds, people and technical resources to underpin its ambition.

*'Canberra Glassworks is the hub for the glass community not only in Canberra but beyond. It is a place where the sharing and enhancing of skills and knowledge of glass making possibilities through generations of makers is readily shared and expanded.'*

Kirstie Rea – Artist

Pictured right:

**Katie-Ann Houghton** blowing molten glass as part of a Glassworks commission in the Hotshop, 2022. Photo by Pew Pew Studio for artsACT.





# 2021 SNAPSHOT

## Programs and participation

**68,835** visitors entered the Glassworks

**3** ... exhibitions  
... online exhibition catalogues  
... onsite artist talks



with 59 attendees

**10** online artist talks with **247** participants

**205** workshops and tours

**1260** participants took part in Public Programs

## Artists and artwork

 **7** ... artists shown in exhibition  
... artists in residence including 2 mentorships

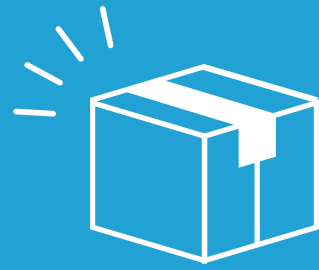
**12** artists used **10** Glassworks Studio Spaces



**55** artists on consignment

The Glassworks produced a total of...

**472** Australian & **30** international new works.



- 78** during residencies,
- 137** for exhibition,
- 257** as commissions.







## VISION

Canberra Glassworks is a centre of excellence for the creation of studio glass, recognised nationally and internationally.

## PURPOSE

Canberra Glassworks provides a state-of-the-art facility where all artists can realise their creative ambitions, where community and visitors are welcomed and where a showcase for high quality bespoke studio glass is presented.

We are active supporters of, and participants in, the pursuit of an ambition for Canberra to be recognised as Australia's arts capital.

## VALUES

Canberra Glassworks embraces the values of creativity, excellence, inclusiveness, diversity, innovation, ambitiousness and risk-taking in an exciting, vibrant, welcoming, consultative, safe, and healthy environment. We place our artists at the centre of our deliberations.

[Previous page \(page 7\)](#)

[Artist in Residence, \*\*Jacqueline Bradley\*\* developing work for her 2022 exhibition at Canberra Glassworks, 2021. Courtesy of Canberra Glassworks.](#)

[Pictured left \(page 8\)](#)

[Artist in Residence, \*\*Cam Michael\*\* casting in the Mold Room at Canberra Glassworks, 2022. Courtesy of Canberra Glassworks](#)



## OUR STRATEGIC GOALS & OBJECTIVES

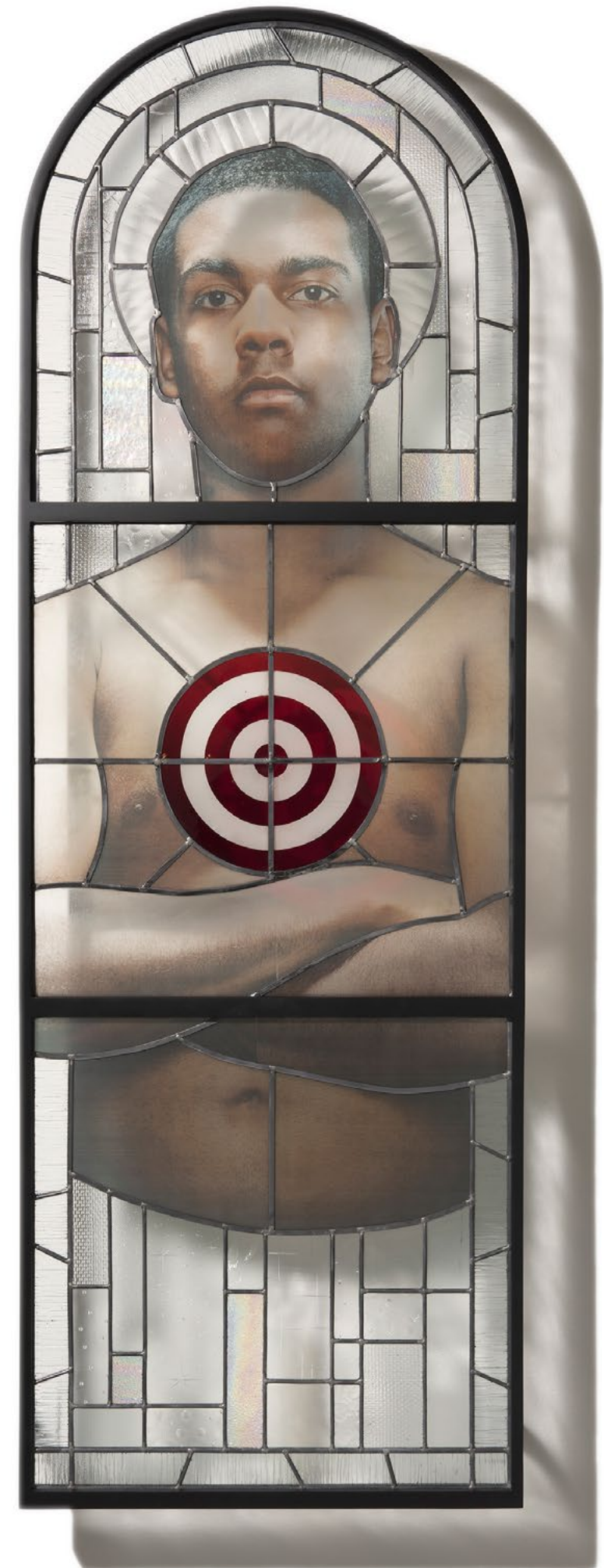
Our people, community and stakeholders are critical to achieving our goals. As we look towards 2027, we have developed our goals and objectives to ensure the effective and efficient management of Canberra Glassworks as a progressive and sustainable arts centre that is prepared to thrive during a construction period and to weather changing economic conditions including rising costs of utilities and raw materials, interrupted supply chains, and global uncertainty. We are focussing on building a team of people with the requisite skills to deliver our programs and we are committed to fair and professional remuneration for staff and artists. We are excited by the prospect of the planned extension to our building and the co-location with kindred arts organisations that will make up a new and vibrant community of artists, art workers and visitors as part of the Kingston Arts Precinct. We are committed to promoting Canberra and the Glassworks to build audiences, grow our markets and develop our brand to be a meaningful contributor to Canberra as Australia's arts capital and support the strategies of the *Arts, Culture and Creative Policy 2022 – 2026*. We acknowledge the ACT Government's investment in our facility and programs as a critical component of our past and future operations. This is an optimistic and ambitious plan for growth. Our five-year strategic plan will be supplemented by a detailed annual operational plan.

*'Without access to the reliable, state of the art facility that is supported well by skilled glass blowers our practise would simply grind to a halt.'*

Ben Edols – Artist

*'It is a vitally important institution for the livelihoods of many creative businesses.'*

Brendan Scott French – Artist



Tony Albert, *Brother (The invisible prodigal son) II*, 2020 as part of *Duty of Care* at Canberra Glassworks. Photo by Brenton McGeachie for Canberra Glassworks.





## GOALS

- ▶ **STRATEGIC GOAL 1**  
Raise the profile of studio glass locally, nationally, and internationally.
- ▶ **STRATEGIC GOAL 2**  
Grow the skills and capacity of all our people.
- ▶ **STRATEGIC GOAL 3**  
Develop collaborative and open engagement with all our partners and stakeholders.
- ▶ **STRATEGIC GOAL 4**  
Build financial, technical, and human resources to support our vision.

Pictured left (page 12)  
Participants from a **Group Tour & Tile** experience, 2022.  
Courtesy of Canberra Glassworks



# STRATEGIC GOAL 1

Raise the profile of studio glass locally, nationally, and internationally.

## A. Support creativity at all levels in studio glass – bold, productive, experimental, and accessible.

- a) Deliver an Annual Residency program to provide opportunities for artists to develop skills and knowledge with glass as an artistic medium.
- b) Present at least five exhibitions a year.

## B. Promote and celebrate achievements of our artists.

- a) Develop a PR and partnership plan which promotes Canberra Glassworks brand to a national audience and positions it as a national treasure.
- b) Develop and continually improve new web site and digital channels with features on artists, their work and collaborations.
- c) Targeted public relations campaign to achieve coverage in specialist publications and national media.
- d) Continue to encourage reviews of exhibition program.
- e) Develop and implement a digital marketing strategy, for Canberra Glassworks and for our artists, to increase effectiveness of social media and digital platforms.
- f) Develop events that encourage community and visitors to meet our artists and experience the best in studio glass.

*'Both the hot and cold works of this project showcase the amazing talent and fine skills of the craftsman at Canberra Glassworks'.*

Wes Stowe,  
Parliament of NSW

## C. Increase public engagement with studio glass.

- a) A revised and expanded annual program of community workshops for the general public to learn to create works in glass from novice to expert.
- b) Grow school tours and school holiday programs.
- c) Promote shopping opportunities through seasonal advertising campaigns and curated events.
- d) Partner with Canberra events such as Science Week to encourage increased visitation and attract new audiences to glass making demonstrations.
- e) Evaluate all public programs to determine visitor satisfaction.



Patricia Piccinini, *A Miracle Constantly Repeated*, 2021, as part of *Rising at Flinders Street Station*.  
Courtesy of the artist.

## D. Collaborate with other art organisations in the ACT to promote our artists, institutions and opportunities for people to experience the arts in Canberra.

- a) Develop joint exhibitions and joint work programs such as multi-organisation residency programs.
- b) Support and participate in arts events such as Design Canberra.
- c) Develop collaborative marketing strategies.

## E. Renew national and international partnerships post-COVID.

- a) Attend and present papers at appropriate national and international conferences and symposiums – highlighting Canberra Glassworks and the Canberra arts agenda more broadly.
- b) Develop and support international exchange programs for Canberra Glassworks with similar organisations such as Pilchuck, Corning, and Toyama.
- c) Build and grow relationships and partnerships with international artists, galleries and organisations working with glass.
- d) Expand Canberra's network of connections with tertiary schools of art & design.



## STRATEGIC GOAL 2

Grow the skills and capacity of all our people.

### A. Develop skills, capabilities, infrastructure, and programs at all levels.

- a) Introduce entry level employment opportunities for graduates to build technical skills while enabling them to earn an income.
- b) Develop school leaver traineeships to address the skills shortage in technical staff.
- c) Deliver in-house hands-on training in the various workshops for new artists to grow capability in the use of equipment – hotshop boots camps, cold work equipment use.
- d) Provide mentorships for emerging and mid-career artists.
- e) Provide self-determined professional development opportunities for the administration team.
- f) Improve IT competency across all staff by providing short and/or refresher courses.

### B. Ensure all staff and artists receive proper remuneration for their work.

- a) Document a shared economic development statement at the Board level – highlighting the critical importance of sustainable and viable income opportunities for artists, for arts workers and for the organisation.
- b) Align all minimum salaries with the appropriate modern Awards and entitlements mandated by the National Employment Standard. Implement wage increases handed down by the Fair Work Commission for those on minimum wages.
- c) Non-award aligned management team have appropriate management employment contracts and at a minimum, the annual CPI applied to salaries.
- d) Artists fees to be paid at least the appropriate NAVA rate.
- e) Artists commissions for goods sold to be processed promptly once a month.

*‘From my perspective the Glassworks allows me to interact with my colleagues in a supportive and world class facility.’*

Matthew Curtis – Artist



Artist in Residence, **Consuelo Cavaniglia** coldworking in the Engine Room. Courtesy of the Glassworks.

### C. Build and diversify artistic skills.

- a) Provide at least three high level professional workshops for experienced artists a year.
- b) Develop a program of business development workshops for artists running their own businesses.
- c) Promote the Residency Program to a broad range of artists to undertake research or to develop new bodies of work.
- d) Develop a program of scholarships to assist artists with the costs of studio access.
- e) Expand number of studios to enable artists to base their practice at Canberra Glassworks from 2025.

### D. Develop and deepen board and management skills to support the long-term success of Canberra Glassworks.

- a) Hold an annual board session for planning purposes.
- b) Ensure governance skill development and update opportunities for new and ongoing directors.
- c) Review directors' skills matrix as part of succession planning to ensure board sustainability.



# STRATEGIC GOAL 3

Develop collaborative and open engagement with all our partners and stakeholders.

**A. Place the artist at the centre of our work, holding regular consultation and information sessions.**

- a) Hold bi-monthly face to face artist meetings.
- b) Distribute monthly artist e-news.
- c) Provide support for artists participating in residencies.
- d) Provide comprehensive induction programs for new and visiting artists.

**B. Maintain positive relationships with government funding bodies.**

- a) Respond promptly for requests for information.
- b) Attend all meetings.
- c) Comply with all funding conditions including acknowledgement of support and meeting all reporting deadlines.
- d) Develop programs and activities that complement major ACT events such as Science Week, Enlighten Canberra, Canberra and Region Heritage Festival and Design Canberra.

**C. Actively and positively participate in events and activities of the Kingston Arts Precinct.**

- a) Fully commit to shared success.
- b) Ensure attendance at all meetings.
- c) Provide timely response to information requests from government agencies and consultants.
- d) Participate in all community engagement and site activation events.



Teaching artist, **Ngaio Fitzpatrick** mentoring participants of the School Holiday Program  
Courtesy of Canberra Glassworks.

**D. Participate in meetings and forums of ACT tourism and business associations.**

- a) Maintain memberships of industry associations.
- b) Attend meetings and events to broaden networks.
- c) Entrench Canberra Glassworks as an integral part of these sectors.

**E. Engage with the broader Arts sector.**

- a) Attend exhibition openings, launches and events.
- b) Share information through cooperative marketing initiatives.
- c) Participate in national networks including Ausglass and Australian Craft & Design Network.
- d) Build productive partnerships with interstate organisations, commercial galleries, national art fairs and events including Australian Design Centre, JamFactory, Sydney Contemporary, and Melbourne Design Week.

*‘This is a great initiative, combining creative work with underlying science that allows the creation of glass pieces. Loved it! Would love to hear more about it.’*

Geraldine (QLD)  
– 2022 National Science Week participant



## STRATEGIC GOAL 4

Build financial, technical, and human resources to support our vision.

### A. Sustainably develop our institution for the future.

- a) Investigate new technologies and options for greening the building and our operations.
- b) Investigate new technologies for the production of studio glass.
- c) Increase capacity of workshops and studio spaces.
- d) Undertake continuous review of all WH&S procedures to ensure safety of all users.
- e) Complete development of the partially installed system to capture waste heat from the furnaces and glory holes and use it to heat the hydronic heating system in the foyer, shop and gallery.
- f) Investigate installation of solar panels on the roof to reduce electricity consumption.
- g) Complete research project to develop and commercialise architectural glass building products from old television screens to save from land fill.
- h) Monitor supply chains to ensure ethically sourced materials.

### B. Grow revenues streams through earned income, sponsorship, and philanthropy.

- a) Leverage Canberra Glassworks capacity to produce large scale contemporary work in glass to secure significant commissions from artists, architects, designers and developers.
- b) Expand the number of classes and workshops offered as part of public programs ensuring class prices cover costs and are profitable.
- c) Increase retail sales of medium to high end studio glass objects.
- d) Build an online shop to increase sales beyond the physical space.
- e) Investigate additional outlets for wholesale production items.
- f) Develop a program to increase donations and philanthropy.
- g) Build relationships with business to develop future sponsorships.



Harriet Schwarzrock, *Murmuration*, 2020, commissioned with support from Canberra Glassworks and Daryl Jackson Alastair Swayn. Photo by Ross Caddaye. Glassworks.

### C. Build effective teams with clear responsibilities and appropriate wages and salaries to reduce turn over.

*'In the shifting creative landscape, the Canberra Glassworks has become the beacon of excellence for contemporary glass in this region. In my opinion this reflects the way the Glassworks is invested in the creative language of glass and how integrally it is integrated into the fabric of the community.'*

Harriet Schwarzrock  
– Artist

- a) Recruit personnel to fill gaps and reduce excessive workloads of administration team.
- b) Continue to develop and update position descriptions, clear reporting lines and employment contracts.
- c) Develop recruitment schedule for new positions in preparation for expanded premises.
- d) Attract additional teaching artists to deliver expanded public programs.
- e) Attract mid-career artists to support emerging artists and contribute to the fabrication of commissions and production.





canberra glassworks

11 Wentworth Ave  
Kingston ACT 2604

Open Wed - Sun  
10am to 4pm



Contact us

T 02 6260 7005

E [contactus@canberraglassworks.com](mailto:contactus@canberraglassworks.com)

W [canberraglassworks.com](http://canberraglassworks.com)

Copyright © 2022 Canberra Glassworks, all rights reserved.

Last updated January 2024.

Supported by



ACT  
Government



Australian Government



Australia Council  
for the Arts



Australian Government  
Visual Arts and Craft Strategy



Front cover

2022 Science Week Artist in Residence, **Harriet Schwarzrock** and Science Week host, **Jodie Smith** demonstrating the science of neon. Courtesy of Canberra Glassworks.

Back cover

**Bryan May** coldworking a Glassworks commission in the Coldshop, 2021.

Photo by Pew Pew Studio for artsACT.