

**Creating a new arts  
precinct in Kingston:  
A ten-year strategy**

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Grounded in Country

*This work has been developed on the unceded lands of the Ngunnawal people. With deep respect to Elders past and present, and guided by their wisdom, this plan looks to the future.*

A future creative precinct for Canberra is in development. Located in Kingston, it has a vision, a place, and a fledgling community – but as yet, no name.

This ‘**FuturePlace**’ brings together an **Aboriginal and Torres Strait Islander Art Space**, welcoming resident artists and a dynamic program of creative activity. This Space does not yet exist; artsACT have made a commitment to facilitating its formation, guided by a **First Peoples Group**.

This new Space, plus **Canberra Contemporary Art Space, Craft ACT, M16 Artspace** and **PhotoAccess**, will join **Canberra Glassworks** and **Megalo Print Studio** as the founding resident organisations of FuturePlace.

Together, we have made some important commitments to one another, to Canberra, and to the local and global communities we foster.

The first of these commitments is towards the naming of FuturePlace.

Following a smoking ceremony onsite to ground our first steps, we will engage in a cultural process of learning, towards the identifying of an Indigenous name for this future place we’re creating – so that, in all of the ways that we work together, we’re grounded in Country: from our values to our operations and beyond.



## Vision, purpose, and values

Ever-changing, ever-challenging, always collaborative –

### Our vision

Grounded in Country, we welcome you to celebrate and strengthen creative and cultural practices. At the creative heart of Canberra, let's generate more together than we could possibly have imagined alone.

### Our purpose

To champion courageous artistic endeavour, energise thinking, and create deep connections across Australia and across the world. To foster the generous collaborations that build Canberra's thriving new creative place.

### Our values

#### We are **dynamic**

We're the destination for Canberra's visual arts and culture – and our journey there has already begun. Our artists thrive within complexity and diversity – and we're here to inspire you.

#### We are **adventurous**

We're deeply engaged in the fusion of traditional and contemporary practice. We value experimentation. We draw on decades of social engagement and deep artistic focus to create new work and new experiences. We invite you to explore what we've created.

#### We are **collaborative**

Our doors are open to everyone. We engage your curiosity and expand your thinking. When you visit us, you're connecting into a local, national, and international arts scene through its Canberra home.



## The heritage of Kingston's creative future

Since time immemorial, the Ngunnawal people and their neighbouring nations have nurtured Country in the place now known as Canberra.

Today's Kingston is central to Canberra, rich in heritage structures, and at the forefront of contemporary residential development, offering the ideal home for the Territory's future arts precinct.

Over the years the site has housed the key drivers of Canberra's early evolution across energy, government, and transport.

Ready to welcome their future neighbours are Canberra Glassworks and Megalo Print Studio, onsite for many years now, and making superb adaptive reuse of heritage buildings iconic to Canberra such as the grand Kingston Powerhouse, Canberra's first permanent public building.

The Old Bus Depot Markets attract thousands of people from near and far to the site each Sunday, and the Fitters' Workshop has also been welcoming a diverse range of creative uses.

With a history strongly bound to the establishment of Canberra as Australia's capital city, the site has long been a place for envisioning new futures.

## Our local, regional, national, and international context

In coming together to enjoy the creative, social, and cultural advantages of co-location, each of the future resident organisations brings substantial local and global communities with us, ready to connect with:

- Kingston: deepening our relationships with people who live and work onsite and beyond, bridging the spaces that locals affectionately call Old Kingston and New Kingston
- Canberra: offering a new contemporary arts focus near Australia's National Cultural Institutions, strengthening the city's network of organisations in the visual arts as well as contemporary practice across all artforms
- Canberra region: drawing new connections with creative and commercial precincts across our region that celebrate artistic innovation
- Heritage communities: people with a passion and a deep knowledge of the site's history and infrastructure
- Creative communities: opportunities for artists and audiences that foster new communities of practice – including employment, exhibition and critique opportunities that expand practice modes, audiences, and the Canberra arts sector.



## Analysing opportunity and risk

What can we make possible together? When the FuturePlace Group first began to develop our vision, we identified a range of **opportunities** to:

- Create an Aboriginal and Torres Strait Islander arts space in Canberra
- Create a democratic, affordable, welcoming place
- Support artists in new and strengthened ways
- Support much-needed sector development
- Discover greater potential for collaboration

as well as some key **risks**:

- Not prioritising First Peoples
- Not investing the time and care into fostering meaningful relationships with and learning from First Peoples, in order to form the Aboriginal and Torres Strait Islander Art Space, as well as guiding FuturePlace
- Loss of identity, stability, and capacity for each individual organisation
- Remaining too inwardly focused to build capacity beyond FuturePlace
- Creating an elitist, unaffordable, insular place
- Uncertainties and disruptions through transition
- Relationships deteriorating
- A mediocre outcome

so we needed to develop a model that:

- Puts First Peoples first
- Fosters superb relationships, founded on excellent communications for great collaboration
- Embraces uncertainty and builds capacity
- Rejects mediocrity
- Promotes excellent decision-making.

## Governance and management

This document is our **Founding Strategy**. It will be followed by comprehensive five-year Strategic Plans, allowing plenty of time for detailed development and review as we evolve.

To realise our vision and remain true to our values, the governance of FuturePlace requires leadership that's rigorous, collaborative and patient, with a view to the long term.

This leadership begins now, at Stage 1, and in a **tactical** mode: it's all about strategies and relationships, with a governing FuturePlace Group convened by artsACT. FuturePlace's initial decision-making group is based on a **representative** composition – the direct involvement of all resident organisations – and later transitions towards a more **strategic** composition – the select involvement of both resident and external members, as best supports our strategic priorities. (There's more on our approach in the Appendix.)

During Year 0, the year before we move in, our first Strategic Plan will be articulated in full, and our first staff appointed to develop that tactical approach.

Once we all move in at Stage 2, we evolve to a **site** model – and we can't wait to welcome you. Later we'll also be joined by residents in new apartments, at which point FuturePlace becomes a **neighbourhood**.

From Stage 3, our second Strategic Plan will be implemented. Both governance and management will be independent of artsACT, as a new entity emerges to facilitate the evolution of FuturePlace.

These distinctions – tactical, site and neighbourhood models – help us to identify the most effective modes for managing FuturePlace across the stages that define its first decade. This is especially important given the uncertainties around our move-in date, and all the good work to be done together in the meantime.

Let's take a closer look:



## Strategy on a page

YEAR -2	YEAR -1	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
<b>STAGE 1: TRANSITION</b>			<b>STAGE 2: IMPLEMENTATION</b>			<b>STAGE 3: EVOLUTION</b>		
Stage 1a	Stage 1b	Stage 1c	Stage 2a	Stage 2b	Stage 2c	Stage 2d	Stage 2e	Stage 3
artsACT FACILITATES DEVELOPMENT			artsACT's FIVE-YEAR MANAGEMENT PERIOD					INDEPENDENT
GOVERNMENT-LED						COMMUNITY-LED		
TACTICAL			SITE + TACTICAL			SITE + NEIGHBOURHOOD + TACTICAL		
Develop vision, mission, values, model, and Founding Strategy Smoking ceremony Form Aboriginal and Torres Strait Islander Group Naming consultation Identity development Identify shared needs and first collaborations	Implement artsACT-led model Begin joint initiatives Begin early activation Further develop the Founding Strategy's key plans including Transition, Risk, Advocacy	Recruit FuturePlace Facilitator Review Founding Strategy's vision, purpose, values, and plans Create five-year Strategic Plan Implement Plans incl. Transition for FuturePlace and for each resident organisation Recruit all staff for appointment in Year 1	Implement first five-year Strategic Plan Begin artsACT's five-year management period Begin Cultural Liaison and relationship building work Begin site programming	Identify, map stakeholders to determine best approach on FuturePlace Group membership Continue deep focus on relationship-building	Review first five-year Strategic Plan vision, purpose, values, and individual plans Inaugurate the broader FuturePlace Group with external reps and artsACT secretariat only	Determine form of independent body to succeed artsACT's management period (e.g., a social enterprise model) Assess first five-year outcomes against strategic plan Develop second five-year Strategic Plan	Transition from artsACT-led facilitation model to independent body Finalise second five-year Strategic Plan	Implement second five-year Strategic Plan Begin facilitation by permanent independent body
Founding Strategy developed	Founding model implemented	<b>MILESTONE:</b> Resident Group moves in	First five-year Strategic Plan implemented	Local and global communities begin to develop	<b>MILESTONE:</b> Five-year Strategic Plan reviewed	Second five-year Strategic Plan developed	<b>MILESTONE:</b> Handover to independent body	→ Generating more than was possible alone

## A facilitative approach

To realise this vision and remain true to our values, it's essential that we take a facilitative approach to the governance and management of FuturePlace.

This means founding our work together on a set of key principles:

### Indigenising FuturePlace

Being grounded in Country is both a foundation and a commitment to the future we create together. Central to this work is artsACT's formation of a **First Peoples Group** of Aboriginal and Torres Strait Islander Elders and artists from the region. This group will self-determine FuturePlace policy and protocol and guide the design and development of their dedicated space, as facilitated by artsACT. The FuturePlace team has at least one identified First Nations role, the Cultural Liaison, who promotes excellent relationships and wellbeing among the Resident Group and resident artists.

### Facilitation, not direction

The founding organisations of FuturePlace favour a facilitative approach in place of top-down leadership. The key leadership role is not an artistic director nor a chief executive officer, but a Facilitator: an established arts leader who creates and implements the strategic plan, nurtures internal and external relationships, and actively facilitates capacity-building – both at FuturePlace and beyond. Of course, not all collaboration involves everybody; the Facilitator will develop models that promote bilateral and multi-lateral relationships across FuturePlace.

### Hospitality and engagement

Across FuturePlace and across Canberra, we will champion courageous artistic endeavour, create deep connections, and foster generous collaborations. We're passionate about the welcome we offer, and this goes both ways when we consider our sector development role: whether it's policy, advocacy, staff expertise, networks, or tools, we're opening our resources to the entire Canberra arts community.

## More than we could possibly have imagined alone

To promote these principles and guarantee the success of FuturePlace, this facilitative approach will extend across everything that we do – starting now:

### Early activation

- During Stage 1, intermittent programming will embed our shared vision and values onsite to reframe community expectations, inspire curiosity and invite exploration, identify new public and interstitial spaces for future programming, and nurture local advocates
- This might include critical conversations, projections, temporary structures, spraying the site plan to map out relationships, spatial exploration experiments and games, and an artists' car boot sale
- An augmented reality app will encourage self-directed journeys, offering engagement with both the past and the future

### Artist development

- The FuturePlace gallery/project space will be a permanent facility for artist development, with an annual Artist-Run-Initiative-in-residence offering a much-needed testing ground, focusing its programming and artist residencies on skills development and sector engagement
- A curators-in-residence program will connect Canberra artists to national and international curators and networks
- An annual curatorium will bring the Resident Group together for collaborations that extend artform practice

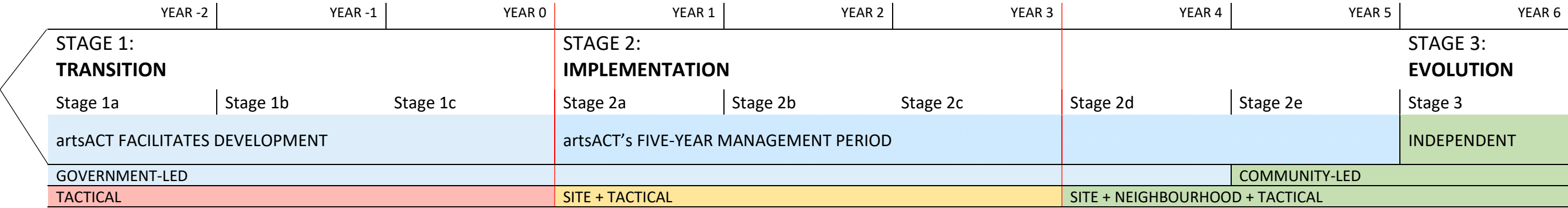
### Sector development

- Long-term advocacy and sector development is important to us: we're committed to FuturePlace being a central hub for advocacy and connection – more than just a site in Kingston
- Our Production Coordinator will foster a network of casual tech and production staff who are available for work across Canberra
- Ideas such as an annual in-development period, opening up all our spaces to strategic planning collaborations, are occupying our thinking as we begin to imagine the full scope of our facilitative role.





Facilitative leadership model



GOVERNANCE

<p><b>FuturePlace Group:</b> steering the development and implementation of FuturePlace as the founding governance. Comprising two members of the First Peoples Group, the CEOs of each KAP6 organisation, and artsACT as Convenor. They are –</p> <ul style="list-style-type: none"><li>• <b>First Peoples Group:</b> Aboriginal and Torres Strait Islander Elders and artists from the region who self-determine FuturePlace policy and protocol, and guide the design and development of their space</li><li>• <b>KAP6:</b> the six inaugural resident organisations</li><li>• <b>Resident Group:</b> the First Peoples Group + KAP6</li><li>• <b>artsACT:</b> inaugural facilitators of FuturePlace</li></ul> <p>The FuturePlace Group meets monthly, and decision-making promotes consensus. A quarterly strategic check-in welcomes members of the KAP6 organisations’ boards.</p>	<p>Stage 2a: representative governance – Once settled onsite:</p> <ul style="list-style-type: none"><li>• The <b>FuturePlace Group</b> meets monthly to steer FuturePlace, inform site operations and track progress towards the independent model</li><li>• Each quarter, an expanded group including board members assesses progress against the year’s business plan</li><li>• Each year, an expanded group assesses progress against the strategic plan.</li></ul>	<p>At Stage 2c, governance transitions from representative to strategic – From the <b>FuturePlace Group</b> to the <b>FuturePlace Board</b>:</p> <ul style="list-style-type: none"><li>• Rotating representation by the <b>Resident Orgs</b> (two members of the KAP6, two members of the First Peoples Group)</li><li>• 3-5 <b>externally appointed</b> (including the <b>Chair</b>) to ensure strong diversity, a minimum of two First Nations members, and the requisite skills balance</li><li>• and <b>artsACT</b> as <b>Secretariat</b>.</li></ul> <p>Consensus decision-making remains the foundation.</p> <p>The <b>FuturePlace Board</b> meets quarterly to develop the strategic plan, oversee its implementation, and govern FuturePlace. The quarterly business plan and annual strategic plan check-ins are maintained.</p> <p>The <b>Resident Group</b> continues to meet monthly to inform site operations and identify potential collaborations.</p>
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MANAGEMENT

Operational and staff model forms	Collaborations; early activation	FuturePlace Facilitator starts	Full staffing complement appointed; programming commences		Staffing and ops model reviewed	Updated model determined	Ongoing staffing complement recruited and appointed	
		MILESTONE: Resident Group moves in			MILESTONE: Five-year Strategic Plan reviewed		MILESTONE: Handover to independent body	→ Generating more than was possible alone





Staffing model

The team that facilitates FuturePlace will be small, expert and collaborative:

FuturePlace Facilitator	An established arts leader who implements the strategic plan, nurtures internal and external relationships, actively facilitates capacity-building, and advocates with impact	Starts Year 0
Cultural Liaison	An identified Aboriginal and Torres Strait Islander role (like the First Peoples Centre Facilitator) who promotes excellent relationships and wellbeing among the Resident Group and all artists in residence	Starts half-way through Year 0
General Manager	An established arts manager who implements the business plan, manages staff and budgets, and oversees site operations	Starts Year 1
Production Manager	A producer of broad expertise to manage site operations, and coordinate a Tech/Producer Pool of expert casual staff who are available to work across Canberra	Starts Year 1
Communications Coordinator	A marketing/communications specialist with solid local knowledge who promotes FuturePlace and amplifies Resident Group organisations’ identities	Starts half-way through Year 0
Education Coordinator	A qualified educator who works closely with Resident Organisations to create and cohere programs and curriculum resources, identifying creative pathways and enriching students’ and teachers’ experiences of FuturePlace	Starts Year 1
Administrator	An above entry-level role to support and anticipate needs in admin, accounts, and site schedules	Starts Year 1

FuturePlace will employ a team that includes a facilitative leader, an identified Aboriginal and Torres Strait Islander role focused on internal and external relationships, and staff who are equally as focused on site operations as they are on broader capacity-building across the sector.

The Cultural Liaison and the General Manager report to the FuturePlace Facilitator, with all other staff reporting to the General Manager.

The Facilitator starts in Year 0, the year before we move in, and two of the other roles start half-way through the year, making sure we’re all ready.

And just as the name of our FuturePlace is as yet unknown, so too the specific role titles and fractions of the FuturePlace team are yet to be determined. This work will follow the identity and naming work, and form part of the first five-year Strategic Plan.

Benchmarking our approach

Rigorous research and analysis of global best practice has grounded our work (see Appendix), as have the outcomes of previous work towards our future precinct.

In embedding a collaborative, facilitative approach, we align with the Australian arts community’s ‘First Peoples First’ commitment across strategy, planning and programs. We endorse the International Association for Public Participation’s Equity Framework for Participation and Engagement with its focus on centring equitable practices. We admire the Project for Public Spaces’ insistence on centring participation. Our artist, sector and community development aims are detailed below.



## How will we support artist development?

Our work towards the future of Canberra's arts is not limited to a place in Kingston. The FuturePlace Group are committed to supporting artist and arts sector development across the precinct, across the Territory and across the world. After all, this is what each future Resident Organisation has long been all about.

Core to the “more together than we could possibly have imagined alone” aspect of our vision is a deep focus on what it takes to create, share, and experience contemporary art. This means:

- Working closely together, with the guidance of the FuturePlace Facilitator, to align our programs into valuable professional development experiences and public programs
- A coordinated approach to education, identifying unique developmental stages to target specific programs, supported by a dedicated staff member with a focus on curriculum resources for teachers at primary and high school level
- Supporting a different group of artists each year via an Artist-Run-Initiative-in-residence to test new ideas and new ways of working, as well as expanding the thinking of the Resident Organisations
- Connecting into tertiary education programs to facilitate pathways into the industry
- Offering platforms and programs for creative industry paraprofessionals that connect with creative and social enterprise
- Making our resources available for use beyond FuturePlace (e.g., via a technical and production resources bank)
- Offering spaces for testing new ideas, and opportunities to develop your practice, in a place that welcomes adventurous approaches.

These are just some of the ideas we've been considering to date. Together, we will champion courageous artistic endeavour, energise thinking, and create deep connections across Australia and across the world. Our first steps are to foster the generous collaborations that build Canberra's thriving new creative place.

## How will we make sure it's accessible and affordable?

The founding Resident Organisations and artsACT are deeply committed to creating a place where artists and audiences can access contemporary arts experiences that are welcoming and affordable.

FuturePlace will not only be the home of the future Aboriginal and Torres Strait Islander space and the six Resident Organisations. It will also offer exhibition, workshop, and artist residency spaces available to all, as well as public spaces for gatherings, celebrations and contemporary performance.

Across all of our spaces, we will offer a warm welcome – and we want to make sure that our welcome includes everyone.

Detailed accessibility and other plans will be developed as part of FuturePlace's first five-year Strategic Plan.

To ensure affordability, we will:

- Regularly benchmark venue and resource hire fees to set realistic price points
- Offer consistent pricing across FuturePlace to comparable spaces and resources, with differential rates (e.g., community and commercial)
- Observe industry best practice on artist payment and terms of engagement
- Observe a principle of non-competition among Resident Organisations, each of whom will have their own gallery, workshop, and residency spaces
- Remain open to future space and resource use that exceeds our current ambitions and imaginings, evolving to meet the changing needs of Canberra's contemporary arts scene.

Affirming our commitments in these areas, a list of future plans is included in the **What's Next?** section below.



Policy alignment

FuturePlace aligns strongly with the ACT Government’s ambitions:

Chief Minister’s Economic Statement (2022)	Our alignment	
MISSION 1 A city that gives you back time – a city of wellbeing and liveability	<ul style="list-style-type: none"><li>• “Canberra has always been a meeting place for people who embrace creativity and design, going right back to our origins.”</li><li>• “creating a city for people to lead lives of personal and community value”</li><li>• “...Canberra’s position as a clever, connected and creative city”</li><li>• “Our [education] system also fosters a culture of innovation and creativity, with institutions that provide first class educational opportunities.”</li></ul>	<ul style="list-style-type: none"><li>• A close-knit precinct incorporating an Aboriginal and Torres Strait Islander Art Space, resident creative organisations, local creative enterprise and commercial operations, and future residents, all offering a warm welcome to a place to slow down and be inspired</li><li>• Connecting parents and teachers with programs and experiences for children, students and emerging artists</li></ul>
MISSION 2 Towards a net zero city and beyond – environmental responsibility and action	<ul style="list-style-type: none"><li>• “The most successful cities collaborate. We have defined an intent. Now, we invite you to be our partners in sharing and shaping the future of Canberra and fulfilling its ambitions.”</li><li>• “more urban Canberra... sustainable, regenerative and creative.”</li></ul>	<ul style="list-style-type: none"><li>• The foundation of our values and our strategy is creative collaboration, bolstered by a leadership model that facilitates collaboration across the precinct and across Canberra</li><li>• Offering a new urban focus</li></ul>
MISSION 3 Knowledge based economic growth – inclusive innovation and responsible investment	<ul style="list-style-type: none"><li>• “Canberra has emerged as the knowledge capital of Australia...”</li><li>• “Our ambition is to position Canberra as a city where innovation, creativity and entrepreneurship are encouraged and celebrated.”</li><li>• “Canberra is a city with a deep history in world-leading innovation and has always been a place for people who embrace arts, culture and creativity. Creative thought is essential for enabling innovation and entrepreneurship... a platform for great ideas to come to life.”</li><li>• “It will be a place where creativity and innovation work together seamlessly and flourish quickly.”</li></ul>	<ul style="list-style-type: none"><li>• Innovative entrepreneurialism is our very ethos</li><li>• Our vision: Grounded in Country, we welcome you to celebrate and strengthen creative and cultural practices. At the creative heart of Canberra, let’s generate more together than we could possibly have imagined alone</li><li>• Our purpose: To champion courageous artistic endeavour, energise thinking, and create deep connections across Australia and across the world. To foster the generous collaborations that build Canberra’s thriving new creative place.</li></ul>

Arts Minister’s Statement of Ambition (2021)	Our alignment	
STRATEGY 1 CREATE amazing art and culture — everywhere, at any time, for everyone	<ul style="list-style-type: none"><li>• “Traditional Custodians should hold pride of place in future works, both as subjects and creators.”</li><li>• “It also means creating greater opportunities for wayfinding so that arts are not something to search for, but are integral to the daily life of Canberrans, and to the visitor’s experience of the city.”</li><li>• “While arts and creativity should be visible everywhere across our city, artistic activity and celebration should also coalesce around our existing vibrant facilities and organisations, and those that are to come.”</li><li>• “These facilities and organisations should be inclusive beacons for both artists and audiences seeking out a creative experience.”</li></ul>	<ul style="list-style-type: none"><li>• First Peoples First approach with self-determined arts spaces</li><li>• Creating Canberra’s go-to place for accessible arts experiences, as well as practice and career development</li><li>• A coalescing of dynamic, adventurous and collaborative activity and celebration, offering Canberra and one another more than we could possibly have imagined alone</li><li>• A bold local and global attractor of artists and visitors</li><li>• The welcome and the vibe of a place where we love to meet</li><li>• Very much an ‘inclusive beacon’, this is a flagship initiative achieving each of the Statement’s three strategies</li></ul>
STRATEGY 2 DEVELOP arts, cultural and creative industry, practice, and facilities — supporting creation and culture at all levels, via any path	<ul style="list-style-type: none"><li>• “Mutually beneficial relationships are fostered between arts organisations, artists and creatives, our higher education institutions, and the business community. The arts ecosystem is strengthened through these relationships.”</li><li>• “Encourages practice growth. Seeds cross-industry collaboration.”</li><li>• “[other future precincts and] Kingston Arts Precinct will be state-of-the-art additions to this landscape.”</li></ul>	<ul style="list-style-type: none"><li>• Collaborative relationships, bolstered via facilitative leadership, work explicitly towards strengthening the arts ecosystem across Canberra, broadening the scope of our stakeholders each year</li><li>• A sustained focus on both artist and sector development</li><li>• A place to test new ideas</li><li>• A high-quality design approach</li></ul>
STRATEGY 3 PROMOTE our arts and culture — to attract artists, arts workers, visitors and investment	<ul style="list-style-type: none"><li>• “...a drawcard which makes Canberra unparalleled in its gallery offering”</li><li>• “Builds creative destinations. Attracts talent.”</li><li>• “Canberra’s arts sector is accessible and stimulates cultural activity, making our society and economy more diverse, and more alive.”</li></ul>	<ul style="list-style-type: none"><li>• Unique, must-visit Canberra experiences known nationally</li><li>• Attracting and retaining creative talent and great jobs</li><li>• An affordable, accessible entry into Canberra’s arts sector, as well as career pathways, with a diverse welcome that’s grounded in Country.</li></ul>



What’s next?

Stage 1 of FuturePlace’s evolution is a time of coming together to develop new modes of cooperation and collaboration. By Year 0, the First People’s Group will have formed and so the KAP6 will have become the KAP7, ready to move in and inaugurate Canberra’s new home for arts and culture.

To take us there, we’ve got some good work to do. This list of future models and plans is not exhaustive, and some areas may be developed in concert, ensuring strategies that are intersectional and comprehensive:

First Peoples Group Policy and protocol	artsACT will facilitate the formation of an Aboriginal and Torres Strait Islander Elders and artists group who self-determine policy and protocol, and guide the design and development of the Aboriginal and Torres Strait Islander Art Space
Identity	Following the smoking ceremony and consultation towards a local Aboriginal name, a visual identity project will be undertaken to introduce us to our communities
Welcome	Ensuring a warm welcome for all via experiences and resources that are offered in culturally safe ways, with an intersectional approach to artists and audiences of all cultures, financial positions, arts knowledge or industry experience
Accessibility	Ensuring that FuturePlace’s experiences and resources are comprehensively accessible, incorporating specialist arts approaches to sensory and other disabilities
Affordability	Ensuring that FuturePlace’s experiences and resources are consistently affordable, with shared approaches among the Resident Organisations to pricing levels and categories (e.g. community and commercial pricing)
Education	Engaging education offerings that cohere across FuturePlace and connect with multiple ages and career stages
Operating	The first five-year Strategic Plan will include a fully costed operational plan and comprehensive evaluation framework
Programming	Principles including: First Peoples first; cultural diversity; accessibility; diversity of career stages and practice modes; early activation; creating platforms for mentoring and facilitation (e.g. annual ARI-in-residence)

Cooperation and Conflict	Understanding conflict as creative and generative, our facilitative approach will ensure that decision-making welcomes, centres and respects intersectional identities and approaches. Cooperation among the Resident Group will include FuturePlace’s commitment to non-competition on funding, programming and venue hire.
Transition	For both FuturePlace and each Resident organisation, plans will cover: mitigating destabilisation to business model, staffing and programming; considerations for seven-day-a-week operations; individual identities within a precinct; etc.
Risk Management	For both FuturePlace and each Resident Group organisation, these plans will cover operational, financial, cultural, reputational and environmental risks
Advocacy	Principles and plans for our artist and sector development role to champion courageous artistic endeavour, energise thinking, and create deep local and global connections

First steps, next steps

This is the Founding Strategy for Canberra’s future arts precinct in Kingston.

From now until Year 0 is still a few years away.

To develop this vision and make our first plans, the Resident Group acknowledge that precinct development takes even more care and more time in the context of a global pandemic.

Together, we’re testing our potential and exploring new modes of cooperation. We’re drawing on decades of social engagement and deep artistic focus to understand what might be possible when the time comes to welcome you to FuturePlace.

Our collaborations have already begun.



APPENDIX

Precincts analysis: Test Pattern Creative Places Schema

	BUILDING	SITE	NEIGHBOURHOOD	TACTICAL
About	The co-location of multiple artists (studios or residencies) and/or organisations in a single, self-contained building	BUILDINGS + open space on a defined, clearly bordered site, on which creative work and events are regularly programmed	BUILDINGS + SITE(S) + residential + public space	Strategies that work across organisational and spatial boundaries
Aims	Develop industry capacity; leverage economies of scale	BUILDING + develop and grow audiences; offer multiple experiences, a destination	SITE + achieve urban development goals: drive gentrification, innovation	Develop industry capacity; push artform and practice boundaries; innovate
Impacts	Primary: industry (artists, organisations, artswriters)	Secondary: industry (artists, organisations, artswriters) + audiences	Tertiary: industry + audiences + local communities, new markets	Primary, secondary and tertiary
Management	Single: subject to landlord’s lease/license requirements, with active facility management	Single: subject to uses permitted under zoning, with active site management	Multiple: subject to local and state regulation/law, with active place management	Redistributed: via a defined collaborative framework
Regulatory framework	<ul style="list-style-type: none"><li>Contained – no public space, no permits, no planning implications</li><li>Lease/license relationships to private or government landlord</li></ul>	<ul style="list-style-type: none"><li>Zoning cultural or commercial</li><li>Specialist rezoning e.g. the Collingwood Yards Special Use Zone</li><li>Contained open space requiring no permits for programming</li></ul>	<ul style="list-style-type: none"><li>Zoning mixed residential</li><li>Cultural masterplan</li><li>Adaptive reuse, regulatory appropriation</li><li>Permits needed for public space programming</li></ul>	<ul style="list-style-type: none"><li>Constitutions of each incorporated body</li><li>Existing contractual relationships with key stakeholders</li><li>Existing zoning context</li></ul>
Australian examples	<ul style="list-style-type: none"><li>Carriageworks (Sydney) <sup>a</sup></li><li>Arts House and Meat Market (Melbourne) <sup>a</sup></li><li>Perth Theatre Cultural Trust (Perth) <sup>b</sup></li><li>Ross House (Melbourne)</li><li>Wheeler Centre (Melbourne)</li></ul>	<ul style="list-style-type: none"><li>Abbotsford Convent (Melbourne) <sup>a</sup></li><li>Collingwood Yards (Melbourne)</li><li>Cultural Precinct (Perth) <sup>b</sup></li><li>Fed Square (Melbourne) <sup>a b</sup></li><li>Joynton Ave Creative Centre (Sydney)</li></ul>	<ul style="list-style-type: none"><li>Dairy Rd (Canberra)</li><li>King St (Brisbane)</li><li>Lot Fourteen (Adelaide)</li><li>New Acton (Canberra)</li><li>Collingwood (Melbourne)</li></ul>	<ul style="list-style-type: none"><li>Disorganising: Liquid Architecture, West Space and Bus Projects at Collingwood Yards (Melbourne)</li><li>Renew Australia</li></ul>
Global examples	<ul style="list-style-type: none"><li>China House (Penang)</li><li>Wedding Co-op studios (Berlin, Germany)</li><li>Hin So Arts Centre (Georgetown)</li><li>Lincoln Centre (New York, USA) <sup>b</sup></li><li>Regional Facilities Auckland (New Zealand) <sup>b</sup></li></ul>	<ul style="list-style-type: none"><li>Auf AEG (Nürnberg, Germany)</li><li>Granville Island (Vancouver, Canada)</li><li>Balboa Park (San Diego, USA)</li><li>Managers of multiple sites: Acme Studios (London); ArtsBuild Ontario (Canada); WASPS Studios (Scotland)</li></ul>	<ul style="list-style-type: none"><li>Artscape (Toronto, Canada) <sup>a b</sup></li><li>Artspace (Minneapolis, USA)</li><li>Gloucester Heritage Urban Regeneration Company (UK) <sup>b</sup></li><li>Kreuzberg (Berlin, Germany)</li><li>Southbank (London, UK)</li></ul>	<ul style="list-style-type: none"><li>Balboa Bark Online Collective (San Diego, USA)</li><li>How Institutions Think (LUMA Arles, France)</li></ul>

The Test Pattern Creative Places Schema helped frame the workshops that generated this Founding Strategy.

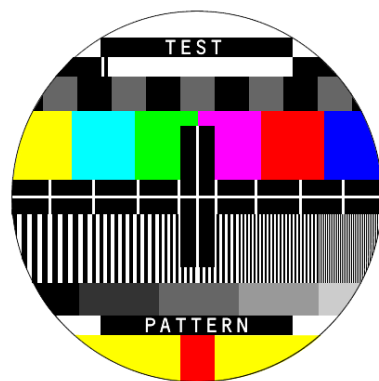
This work was guided by an extensive document presenting detailed case studies of exemplar models, selected for their capacity to inform one or more specific elements of FuturePlace, whether as analogue or counterpart.

Omitted from analysis were those examples that had been included in studies previously commissioned by artsACT. They are included above to locate this work within the context of studies conducted to date.

- These examples are marked in the table above to indicate their inclusion as a:
- a. Case study presented in the 2014 Kingston Arts Precinct Study by SGS Economics & Planning
  - b. Governance model referred to in the 2014 Kingston Arts Precinct Management and Governance report by Positive Solutions.







The Strategy was commissioned by the ACT Government and developed by Test Pattern as the result of a series of workshops with First Nations Elders and advisors, the six founding Resident Organisations, and artsACT.

The plan was further refined with the contributions of artists, arts organisations and stakeholders via focus groups and individual consultations.

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This vision is their vision.