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**Additional Material - Case Studies**

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**Introduction to Case Studies**

Case studies provide evidence of the business approach of particular enterprises within the broad context of being located at heritage sites. As no two sites are the same in every particular, a range of examples have been selected, both within Australia and abroad. They have an established track record in terms of quality of attraction, amenity, and on-going sustainability.

Aspects that might be considered in detail for each site include ownership, management structure, purpose, core activities, profitability, relevance, staffing, and accessibility to the public.

Only a selection of venues is provided below. A brief description of the venue and its particular functioning is followed by some examples of revenue streams that apply to that particular venue.

A more comprehensive survey and analysis of such venues would be considered by any consultant who would be involved in preparing a professional Business Plan for Council in relation to Fortuna.

Case Studies:

1. Abbotsford Convent, Melbourne
2. The Arts Centre, Christchurch, NZ
3. Carrick Hill, Adelaide
4. The Convent, Daylesford
5. Caccia Birch House, Palmerston North, NZ
6. Ripponlea, Melbourne
7. Hylands House, Essex, UK

**Case Study 1. – Abbotsford Convent, Melbourne**

The Abbotsford Convent is an extraordinary place and is fast becoming an important arts, educational and cultural precinct in Melbourne. Just 4 kilometres from Melbourne's CBD, its 11 historic buildings, gardens and car park are spread over 6.8 hectares in a sweeping bend in the Yarra River and are surrounded by the Collingwood Children's Farm and Yarra Bend Park.

It is an invaluable resource for the arts community, for training and education, employment, an incubator for creativity and the sharing of ideas, a place for community participation and enjoyment.

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By mid- 2009 it will have celebrated five years of successful financial functioning in the current commercial-and-arts 'hub' format that it has thoughtfully implemented and fostered.

The site is a community rich in diversity and opportunity: studios of individual artists, craftspeople, writers, healers, health practitioners and more. There are the small to not-quite-as-small arts and sustainable lifestyle related organisations and practitioners. There is a bakery, restaurant, bar, community radio station, and a glass-blowing studio. There are also potters, sculptors, chocolate makers, quilters and book binders.

The buildings and grounds are used as a productive source of income through a range of hiring arrangements, including weddings and functions, corporate functions, availability of meeting spaces, rehearsal space and as a location for film / advertising / TV and photography.

- The venue has five rooms of varying size which are available for conferences, meetings and workshops, catering for 12 – 300 people. Hire rates (full day) vary from \$110 to \$660. As an example, the 'Bishop's Parlour' (9m x 9m.) is hired at a rate of \$440 per day.
- The 'Rosina Auditorium' is a large covered internal space available for hire for rehearsals and workshops at a rate of \$220 per day.
- The Rosina Function Space is an ideal venue to hold special occasions such as wedding ceremonies and receptions, family celebrations, corporate dinners or presentations. It features polished hardwood floors, atmospheric high ceilings including exposed trusses, original lead-lighting, with a large industrial kitchen and access to an enclosed private courtyard. The Rosina Function Space can accommodate 250 seated or 350 standing. Charges are on a per person basis e.g. weddings at \$120 pp.
- The particular architecture of the old convent building lends itself to the use of a large number of smaller rooms. The first floor is made up of small arts and creative organizations (e.g. architects, film producers, designers, arts marketers) with the second floor being home for a artists' studios (e.g. animation, puppet making, writing, poetry, painting), The rental charge for a room (10 sq. m.) for small arts and creative organizations is \$298 per month plus utilities charge; a single artist's studio is \$230 per month plus utilities charge.

[www.abbotsfordconvent.com.au/](http://www.abbotsfordconvent.com.au/)

The following page 'A community of artists, and their dreams, have changed the Conventional view at Abbotsford' (25/4/09) offers an overview of the current financial and creative outlook for this venue.

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**Case Study 2. The Arts Centre, Christchurch, New Zealand**

The Arts Centre is one of the most significant clusters of heritage buildings in New Zealand, now transformed into an internationally renowned centre for the arts, culture and community. Located in Christchurch's Cultural Precinct, the green spaces and old university buildings now host an extraordinary blend of attractions – a showcase of local fashion, art, craft, entertainment and fine food. It is managed by the Arts Centre Trust Board.

There is a wide range of educational options in an Arts Education program - for example: jewellery making, weaving and tapestry, drama and music, painting and dance.

At the Centre are over 40 specialty shops, fine art galleries, theatre and cinemas, bars and restaurants, a busy weekend Art, Craft and Produce Market and an array of festivals and special events throughout the year. Spacious outdoor venues provide appropriate settings for marquee functions, concerts or theatre presentations.

- Galleries available for rental on a per week basis (no commission): \$150 - \$300
- Parking at the Arts Centre carpark: \$12 per day
- Large space hire: ('College Hall' with 260 person capacity for cocktails): \$2000 per day
- Other services (technical support, promotion, ticket sales): various charges
- 'Rutherford's Den' (Lord Rutherford) – educational theme venue: Gold coin p.p.

**Case Study 3. Carrick Hill, Adelaide**

The beautiful Carrick Hill estate was the result of the marriage, in 1935, of members of two of Adelaide's most prominent families. During their year-long honeymoon they acquired much of the sixteenth, seventeenth and eighteenth-century panelling, doors, staircases and windows from the demolition of a Tudor mansion in Staffordshire.

An Adelaide architect designed the house around these fittings, and while the overall appearance is of a seventeenth-century English manor house, it incorporates all 'the latest' in 1930's technology. Oak panelling and pewter light fittings happily blend with heated towel rails, ensuite bathrooms and intercom systems.

After WW II, the Haywards continued filling the house with a wealth of paintings, sculpture, antiques and drawings spanning nearly 500 years of artistic achievement.

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The highly personalised collection is an interesting mix of Georgian and Victorian pieces and contemporary, often quite avant-garde British, French and Australian paintings and sculpture.

Nowadays, the Carrick Hill Trust is supported by the S.A. Department of the Premier and Cabinet - a progressive agency supporting initiatives through a range of services to the community and government.

Carrick Hill relies on income from daily admission charges to the building and grounds as well as on venue hire for receptions and varied functions.

- Admission Charges: \$10.50 Adults; \$24 Family (Wednesday – Sunday)
- 'Garden Wedding Ceremonies' are located within two designated areas in the garden – 'The Elms' and 'Cypress Pines'. Venue hire for a two hour ceremony and photograph session is \$500 (\$1000 if both garden areas are booked to ensure exclusive use of the garden).
- Receptions and functions are held in the historic house or the garden, with marquee. For example, the fee for a function of up to 6 hours is \$1200.
- Use of the house (e.g. cocktail party of 100 or dinner for 44 seated in the Hall (minimum 3 hours) is available at \$225 per hour.
- The fee for use of a designated area of the garden (2 hours) is \$500.

[www.carrickhill.sa.gov.au/index.html](http://www.carrickhill.sa.gov.au/index.html)

### **Case Study 4. The Convent, Daylesford**

The origins of this splendid building date back to the Gold Rush era of the 1860's when it was built as the private residence. During the 1880's it was purchased by the Catholic Church and converted into The Holy Cross Convent and Boarding School for Girls. Closing in 1973 the building and grounds fell into disrepair. In 1988 artist and ceramicist Tina Banitska bought the property and has operated the venue since then.

Nestled on the crest of Wombat Hill Botanical Gardens, The Convent boasts expansive views of the countryside and township below. A feast for the senses, the gallery is a three level haven of fine art in an historic 19th century mansion. It comprises vibrant retail areas, a Mediterranean restaurant, the relaxing Altar bar and lounge, a restored chapel, the nuns' museum, a 'Penthouse' apartment and two purpose-built glass fronted function spaces, all surrounded by six acres of gardens.

The Convent Gallery has operated as an independent private venture for some two decades. The Convent Gallery business is totally self-supporting with no grants or donations assisting in either the set-up or the running of the day-to-day business.

There are four income generating departments (Retail, Cafe, Galleries, Function Centre) and these are able to support the entire operation, including the museum

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and gardens. A staff of up to 40, including Curator, are involved with over half of these being full-time.

Functions comprise an annual multi-million dollar income – the major source of income for the business.

The Convent Gallery charges an entry fee of \$5 per person. The only accommodation available is the luxury Penthouse suite with hydrotherapy spa, two balconies and 'boudoir' atmosphere. The charges, for accommodation including breakfast, are:

- 1 night mid week \$295
- 1 night weekend \$350
- 2 nights mid week \$495
- 2 nights weekend \$595

[www.conventgallery.com.au](http://www.conventgallery.com.au)

**Case Study 5: Caccia Birch House, Palmerston Nth, NZ**

The original house, showing Scandinavian design influence, was built late in the 19<sup>th</sup>C. It was gifted to the Crown and during WWII was used as army barracks for Home Guard Officers in training. It was subsequently used in university education but had become virtually derelict by the mid-1970s. It came into ownership of the Palmerston North City Council and, following restoration, had a Trust Board set up to ensure that the property is 'well preserved, maintained and available for use by the whole community'. It has established a successful niche market in the conferencing and weddings sector.

- Conference and meeting room hire: \$75–150 (/ day) according to room size
- Kitchen hire: \$150 (/day)
- Function hire: \$450 - \$550 (/day) Room and kitchen
- Wedding hire: \$110 per hours (min. 5 hours)
- Catering : additional charge arranged with 'preferred caterer'
- Conference Equipment hire: Additional charges

[www.caccia-birch.co.nz](http://www.caccia-birch.co.nz)

**Case Study 6. – Ripponlea, Melbourne**

The Ripponlea mansion and its surrounding gardens are a well-known feature of suburban Melbourne, representing as it does, an outstanding example of an estate that has had extensive conservation work performed at the site. The gardens are a particular feature with obvious revenue-producing features.

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Some idea of the operations and some charges at this National Trust property, Ripponlea, can be gained from the following:

- The National Trust charges an entry fee for entry into Ripponlea. The charge is currently \$12.00 per adult and \$30 per family for the House & Garden; for the Garden only: \$7 (adult); \$16.50 (family).
- It has been selected as a setting for films and documentaries because of the high degree of integrity of the historic buildings and garden. Varying charges apply.
- A new promotion at Ripponlea is the 'Family Corporate Day' and this is designed to be a special way to acknowledge staff and loved ones. Entertainment – including boating on the lake, festival rides, roaming entertainers etc. can be tailored to suit varying budget requirements. Packages are available from 100 people up to 2,500 with these packages starting from \$30 per person. Catering and arrangements are made exclusively through an established Melbourne catering business.
- Rippon Lea Estate is available for wedding ceremonies of all sizes from intimate ceremonies through to events for more than 250 people. It also offers a backdrop for wedding photography in its national heritage listed gardens complete with a lake and water fall, wide open lawns, spectacular flower beds and the largest fernery in the Southern Hemisphere.
- The National Trust has developed an exciting full day program for primary students (30 – 60 students) and it is a perfect venue for secondary and tertiary students interested in sustainability, history, architecture or interior design or wanting to practise their creativity in photography, art and drama. Volunteer guides conduct special guided tours of the mansion. Secondary students also use Rippon Lea as a venue for art activities. The cost for all programs is \$9 per student.

[www.ripponleaestate.com.au/](http://www.ripponleaestate.com.au/)

**Case Study 7. – Hylands House, Chelmsford, Essex, UK**

Hylands House dates from the early 18<sup>th</sup>C. and is situated approximately 40 miles from London in 574 acres of landscaped parkland. It is owned by the Chelmsford Borough Council. However, in the 1970's it was in real danger of being demolished and only by innovative approaches to the use of the property can it be seen as a success as a community arts centre.

Some idea of its functioning and charges can be gained from the following:

Hylands has a number of areas which are available for private hire on application- the Drawing Room (“perfect for musical soirees”); the Library as an elegant setting for displays or exhibitions and the Workshop in the basement, being “ideal for arts and crafts”.

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- Hire of a Studio Room at the 'Stables Centre' is ideal for small gatherings of 20 - 30 people. Prices start from £ 25 per hour + VAT.
- There are a range of artist studios at the Stable Visitors Centre where artists can work seven days a week and sell their work at weekends. Occasionally, these studios do become available.
- A great variety of adult workshops and courses are run at the Hylands House venue, e.g. Drawing for Beginners; Japanese Book Binding Workshop; Landscape Watercolour; Embroidery Buttons being offerings in early 2009. Costs of these courses, of different duration, vary in the region of £28 - £60
- Weddings and corporate hire are large income sources for the venue and there are over ten rooms that are utilized in that manner. All day hire of these rooms varies in price - from the 'Boudoir' (£280) to the large 'Banqueting Room' (£825).

<http://www.chelmsford.gov.uk/index.cfm?articleid=6155>

***Villa Fortuna Action Group Inc.***

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***Acknowledgements: Venue websites; Venue brochures, Correspondence***