

## BUSINESS MODEL

The Kelly Centre at Glenrowan is more than a destination experience; it is a brand.

The visitation estimates in the first year of approximately **72,000** visitors are conservative and realistic.

The business model allows the Council to control the development of a high quality branded experience. Council will own and run the ticketed galleries and shop. The model includes substantial use of updatable systems and technologies so that the sense of relevance and excellence can be retained.

The model includes opportunities for private sector investment and support and for consistent development and renewal of the attraction. The café, tours, talks and events will be offered to interested parties to create product that complements the Centre and its brand.

The model is future focussed. It builds in the costs of maintaining and growing the use of appropriate technologies, on site and online.

Importantly the Concept and business model recognise the requirement to raise awareness of the Centre, to engage the visitor before and during the visit and to remain in active contact post-visit.

**Modelling indicates that, provided the Centre is built, operated and maintained as the high quality, contemporary attraction that is planned, it will break even after 4 years of operation.**

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### Capital cost

The capital cost includes architecture, interpretation, digital systems and fees.

The capital investment required for a quality attraction befitting this iconic legend is **\$8 million**.

The costs allow for a “statement making” building, sensitive to its environment with a contemporary, exciting interpretive experience. They also include investment in digital media and a content management system that can expand and develop optimising the increasing value of content that can be re-purposed.

The capital cost includes attention to sustainable building and operational practices

The costs have been tested to ensure that the Centre is achievable in design and construction.

### Support

The Kelly Centre is considered integral to the economic diversity and future of the region.

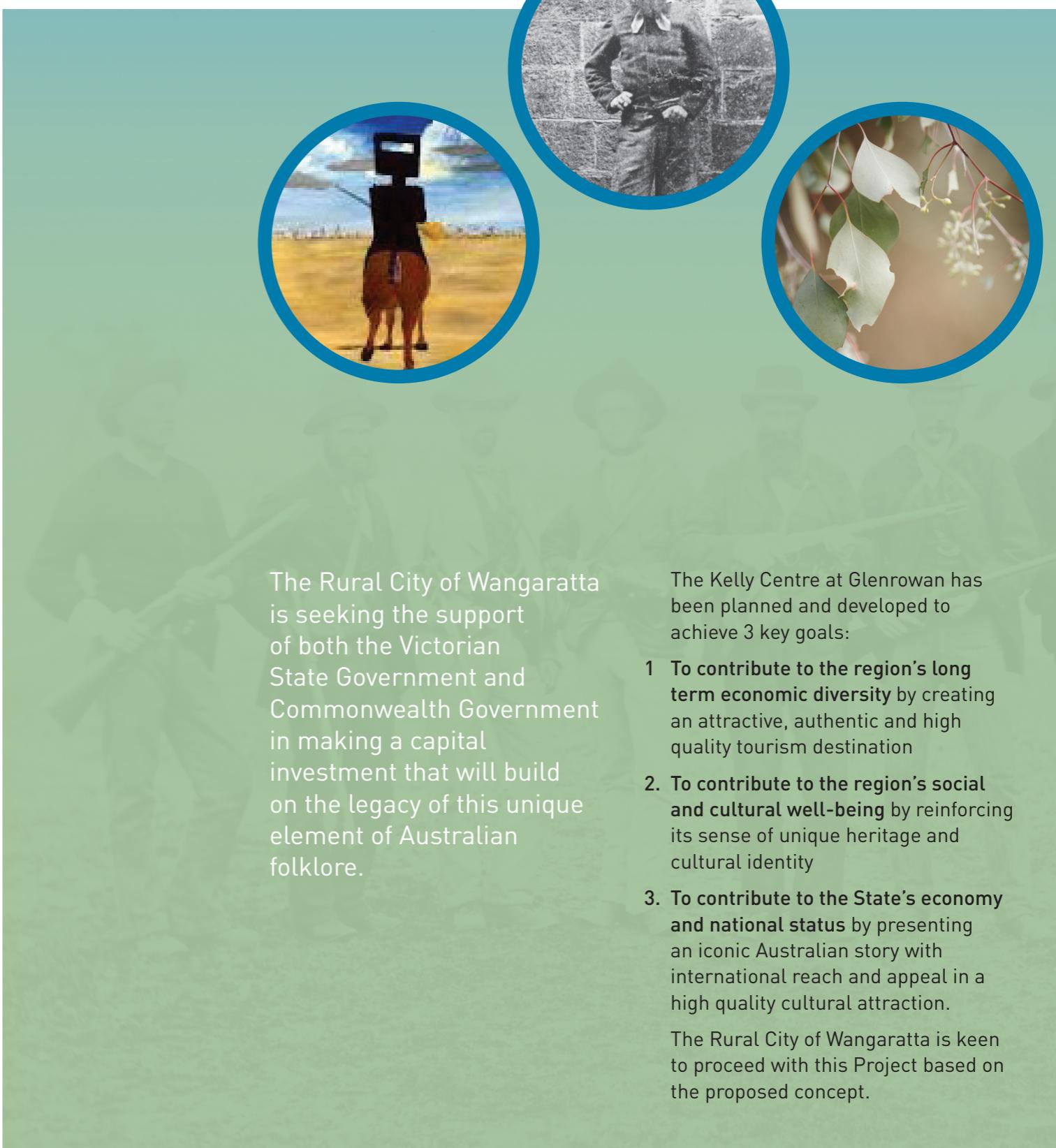
The Kelly Centre at Glenrowan has been developed through a rigorous process of data gathering, analysis, strategic and creative thinking by a professional team.

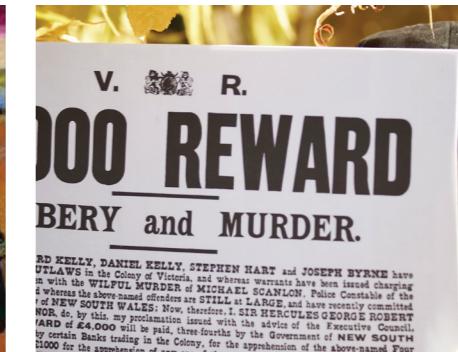
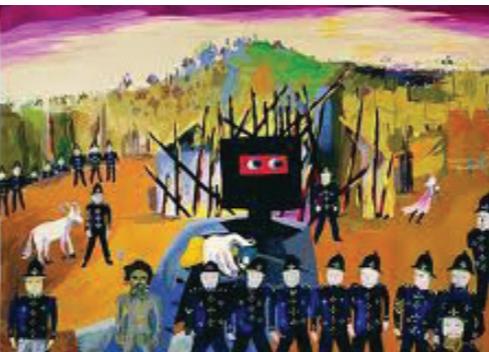
Support was sought from significant holders of artefacts and information. They indicated their willingness to loan important Kelly memorabilia, some never publicly exhibited, provided that there is a secure and appropriate environment.

The team undertook an extensive process of enquiry and community consultation to inform all aspects of the Concept. Following development of this and the business model, further stakeholder consultation was undertaken.

**The Rural City of Wangaratta Council, regional tourism leaders and the community have enthusiastically embraced the Concept and Business Model.**

## THE KELLY CENTRE AT GLENROWAN





## THE KELLY STORY

The Kelly Story is one of Australia's iconic narratives and has enormous untapped potential.

The Kelly story has widespread awareness and appeal – to mainstream Australians and international visitors, to niche markets and to enthusiasts.

Tales of Ned Kelly, the Kelly Gang, the uprising, the Siege and the events surrounding Ned's capture have been interpreted in books, in film, in paintings and music.

Ned Kelly features in contemporary culture in everything from tattoos to knitting patterns, from packaging for cosmetics to souvenirs for the garden and home. The Kelly story is not just history; it is embedded in the Australian psyche.

The Kelly story is also unique in its ability to positively embrace controversy and generate debate. For every fact there is an opinion. Whenever and wherever the events are re-told, they prompt discussion both as a reflection on the past and as a comment on the present.

No other story in Australian folklore has this capacity to endure and to build a following.

### Glenrowan

Glenrowan is the 'keeping place' of the Kelly legend.

Glenrowan is an attractive rural village within a distinctive bush setting just off the Hume Freeway, a capital city link, and less than 3 hours from Melbourne. It is appealing not only because of its location but for its authentic heritage attributes.

Glenrowan is the place most strongly identified with the Kelly story and is the obvious place for a Kelly focused visitor attraction. It is the location of the infamous siege including the actual Anne Jones Inn site and the location where police ultimately captured Ned Kelly. These sites remain largely undeveloped and still retain a quiet ambience conducive to contemplating these historic events.

The nearby Warby Ranges are vital parts of the story as well as a natural attraction in their own right. The area is an increasingly important part of the North East Victoria's High Country Tourism region with gourmet food, wine and environmental experiences within easy reach. Increased critical mass of attraction will strengthen and support North East Victoria's year-round appeal.

**The opportunity exists to capitalise on Glenrowan's unique heritage and benefit the whole region.**

### Visitors

This is a place and story ripe for development.

There are few destinations that celebrate the heritage of the district, and none with the quality and contemporary appeal that is planned at the Kelly Centre in Glenrowan.

There is already a huge tourism market visiting the region. The latest figures indicate that there are more than 1.2 million domestic overnight visitors spending more than 3 million visitor nights and a further 1.5 million domestic daytrip visitors. International visitation is modest but growing.

There is a large resident population within an hour's driving distance that wants to be engaged in leisure pursuits. There is a significant education audience with more than 65 schools within an hour's drive of Glenrowan.

There are socially driven communities on the doorstep in nearby cities, towns and villages. Service groups, book clubs, craft clubs and seniors groups with members who enjoy outings and gatherings in and around their own region.

**Research shows that there is an untapped demand for authentic heritage stories.**

## THE KELLY CENTRE AT GLENROWAN CONCEPT

The Concept for the Kelly Centre respects the town, its current amenity, its business and the Kelly sites.

The site nominated for the Centre is in the main street, keeping the visitors close to current accommodation, attractions, shopping and cafes.

The Centre's architectural concept makes strong connections visually, intellectually and emotionally with the significant Kelly related sites in Glenrowan. The proposed development location overlooks the siege site and allows visitors to reflect on the stories and engage with the sense of place. The sites themselves retain their open quality and provide the platform for mobile and other interpretation, as well as for a dynamic program of events.

The Interpretive Concept is based on presenting the stories, embracing the controversy and inviting visitors to interact with the ideas. A series of galleries is envisaged, providing an overview of the lives of the characters and the times of the Kelly uprising. These spaces maintain strong relationships with the town and the places in which the events unfolded.

The Concept uses a mix of real objects, multi-media and immersive technologies and mobile media to provide an experience with currency and lasting value. Visitors will be invited to interact with the exhibits, creating content and engaging with present day views. Local stories about people today are a vital component.

The Concept recognises the expectation of visitors not only to be entertained and educated but to enjoy social interactions in playing, dining and shopping. The proposed Centre includes a retail space, and a high quality café open to parkland and embraces views over to the Warby Ranges and Morgan's Lookout. There is a community meeting space, shared amenities and many opportunities to enhance the experience with walks, talks, tours and special events.

**This will be a place for the enjoyment of locals and visitors.**

## THE KELLY CENTRE HUB

The Kelly Centre is a Hub – a central point to inspire exploration.

The Centre is not designed as a competitor with other destinations and attractions. Visitors will be inspired to explore the story of the Kelly uprising. 'Kelly' sites are scattered across Victoria and NSW but many are located within driving and cycling distance from Glenrowan. The Kelly Centre will add value to all sites but will be the only place aiming to tell the whole story in the place where it happened.

Visitors will be inspired to explore nearby natural attractions and other small towns and villages, and the wineries, cafes and shops that make for a well-rounded day out or a short break.

The Kelly Centre will provide private sector tour operators with a ticketed destination upon which a variety of tour products can be built, to provide greater visitor yield for the whole region.

**It is a building block and enabler for tourism growth.**

