

**13th International Association for Sport Information World Congress
11-13 March, 2009 - Canberra, Australia**

The development of the National Sports Museum.

Gerry Kerlin

General Manager – Museums, Melbourne Cricket Club
Melbourne, Australia



Australian Government
Australian Sports Commission



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11-13 March, 2009 Canberra, Australia

*Building and sustaining sport information communities -
through connectivity, collaboration and sharing*



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Ms. Gerardine Kerlin

General Manager, Museums, Melbourne Cricket Club

International Association for Sports Information

World Congress, Canberra

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Presentation

- History of MCG Heritage and Library collections
 - MCC Mission Statement and Values
- Australian Gallery of Sport-Olympic Museum, MCC Museum and MCC Library
 - MCG Heritage Listing
- Redevelopment of Northern Stand and closure of AGOS-OM and MCC Museum from 2002-2006
- Successful approach to Federal Government for funding of National Sports Museum
- The Collections – owned and loaned
- Story of the NSM project
- The development of the Exhibitions – how decisions were made
- Operational Planning for the NSM
- Public Programs and Education Programs at the NSM
- Marketing the National Sports Museum
- Year 1 achievements
- The Future
- Challenges

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History of the MCG Heritage and Library Collections

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MCC Mission Statement

- The Melbourne Cricket Club is a private club with public responsibilities.
 - It has two primary roles:
 - managing the MCG as the world's best stadium for all people;
 - providing the best services and facilities to its members;
- whilst ensuring its unique sporting culture and heritage are enhanced and appreciated.

MCC – Values

- The historical collections of the MCC were established over a period of 140 years.
- The MCC Committee, together with its staff and volunteers, place significant importance on the values that have been identified as integral to the success of the organisation which include **'Respect'**, **'People'**, **'Heritage'** and **'Excellence'**.
- In addition, our role in documenting and showcasing the history of both the MCC and MCG, and with the opening of the National Sports Museum in 2008, our nation's sporting achievements are firmly entrenched within our culture.

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MCC – Values (cont.)

Respect

The club prides itself on the respect and esteem it has earned over its long and prestigious history.

People

People are the most important asset in our organisation.

Heritage

We will continue to develop the MCG into one of the world's finest sporting stadiums and Australia's greatest sporting icon.

The club's history, its rich and vast heritage collection and its culture will be observed, preserved and displayed.

Excellence

We are committed, collectively and as individuals, to strive for excellence at all times.

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MCG's National Heritage Listing

In December 2005, the MCG was given Australia's highest heritage honour - inclusion on the National Heritage List - in recognition of its outstanding significance to the nation.

The Australian Heritage Council assessed the ground as having three key heritage values:

- Its contribution to Australia's cultural history through strong social links for the sporting community;
- Its key role in the development and history of Australia's two most popular spectator sports, cricket and Australian football; and
 - Its special association with sportsmen and women who have excelled there.

It is fitting that this place and its spirit are protected for future generations to experience.

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**Australian Gallery of Sport-Olympic Museum,
MCC Museum and MCC Library**

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Australian Gallery of Sport & Olympic Museum

Established by the MCC in 1984, the Australian Gallery of Sport and Olympic Museum (AGOS-OM) was developed to encapsulate the depth and of Australians' participation within all sports at all levels.

The Australian Olympic Committee approved the use of the term Olympic Museum to form part of Melbourne's bid to secure the 1996 Olympic Games.

AGOS-OM became Australia's first multi-sport museum showcasing the role sport has played in our historical and cultural development.

Closed as part of the MCG northern stand redevelopment in October, 2002, this public collection forms the backdrop from which the National Sports Museum evolved.

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MCC Museum

The Melbourne Cricket Club (MCC) Museum Collection parallels the growth and development of Victoria since the Club formed in 1838.

The MCC Museum has evolved into one of the greatest sporting collections in the world.

The collection was formalised, and displayed, with the donation of the Baer Collection in 1969.



As part of the redevelopment of the northern stand, the MCC Museum was rebuilt, reopening in 2006.

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MCC Library

Since the first donations that established the Melbourne Cricket Club (MCC) Library in 1873, the club has actively collected cricket publications.

This has broadened to include publications on other sports played by the club and at the MCG, together with material on the achievements of MCC members.


The collection focus is on sporting material and can also include general historical and reference material primarily focusing on history and biography from the 17th century to present day.

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**Redevelopment of the Northern Stand and
closure of AGOS-OM and MCC Museum
October 2002 – 2006**

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- In 1998-99, the concept of the MCG northern stand redevelopment was first raised.
- The implications, from a museums perspective, were the closure of AGOS-OM and MCC Museum in October, 2002 with both collection units relocated to offsite premises.
 - During this period, a complete collections audit was undertaken
- The MCC Library was relocated to Jolimont Terrace for the duration of the redevelopment, continuing to operate for MCC members.
- As part of the redevelopment project, an area was allocated within the northern stand for the new sports museum.
- The architects of the MCC Museum and NSM, Cunningham Martyn Design, were retained to design the new museum and became an advisory component to the architectural team overseeing the northern stand.
 - The MCC Museum re-opened in its new location in 2006.

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Successful approach to the Federal Government for funding of the National Sports Museum

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- Federal funding for the museum was sought and obtained by an advisory panel, led by the MCG Trust and including several key sporting associations.
- Two federal grants were provided by the Government of the day totaling \$25 million, combined with a \$10 million grant from the MCC.
- As part of the initial submission, the museums charter and values were developed.
 - NSM Limited was established to manage the National Sports Museum.
- Upon opening, the museum established an Advisory Board made up of representatives from the major sporting stakeholders.



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National Sports Museum – Charter

- To be a national focal point for the achievements of Australian sport.
- To be a national focal point for the values of Australian sport. In particular the notion that the pursuit of excellence at the highest levels is consistent with a commitment to fair play.
- To provide inspiration to the youth of Australia to be active, to set high goals for themselves, and to achieve.
- To provide appropriate representation for the full range of Australian sports, not just sports played at the MCG.
- To be a museum that treats with appropriate respect the personal artefacts loaned or donated by leading sports people.
 - To be a leading entertainment and tourism attraction.
- To operate at least on a financial breakeven basis as a not-for-profit operation.
 - To reinvest any surpluses in the facility.

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National Sports Museum – Philosophy

A sporting moment happens once. Never to be repeated. A split second in time, captured forever. They live in the minds of the people: who competed, who were there, and who pass their stories from generation to generation. They shape our collective view of ourselves, and our country. They become a blueprint for what we value and an inspiration for all.

the moments that made us

National Sports Museum – Values

Leadership

Respect

Belief

Unity

Pride

Mastery



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The Collections – owned and loaned

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- Three collection units provide the content on display within the National Sports Museum
 - The challenge of having exhibitions with a larger loaned ratio include:
 - Increased administration requirements
 - Potential change of exhibition content
 - Allocation of staffing resources
 - The NSM, as manager of the museum, does not hold copyright for loaned items on display, restricting how these items can be used within:



- Marketing and communication efforts
- Inclusion in museum publications
- Development of merchandise ranges

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Story of the NSM project

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- With the redevelopment of the northern stand the MCG Trust and significant stakeholders recognised an opportunity to develop a 'state of the art' sports museum.
- An initial submission to the Federal Government was undertaken with a grant of \$15million received.
 - Architects, Cunningham-Martyn Design were retained.
 - A project team was developed, including an Exhibitions team.
- In the year leading up to the opening, operational and marketing departments came together to provide a collaborative approach to the launch of the museum.
 - Upon confirmation of the second federal grant, a new team was created that would undertake the development of NSM2.
- The Museums department have seen visitation grow by 100% from the original MCG Tour experience.

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The development of the Exhibitions – how decisions were made

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- Australia has a rich sporting history and, as many sports journalists comment, we have regularly ‘punched above our weight’ on the international stage.
- Renowned, not just for our individual and team endeavours, our high levels of sportsmanship has often been recognised as one of our country’s greatest achievements.
- Sport has formed the social platform for our local communities and inspired many through the challenges of war, financial hardship, illness and natural disasters.
- Sport is part of our cultural heritage; many of our heroes have emerged from the sporting fields; it is an integration tool for our large multicultural population and breaks down socio economic boundaries.
- The museum objective is to explore Australian values through sport – how did we select from the wealth of available stories and sports.....

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- The initial approach to the Federal Government included the following entities that would form the initial museum exhibition floor print:
 - Sport Australia Hall of Fame (SAHOF)
 - MCC Museum
 - Australian Cricket Hall of Fame (Cricket Australia)
 - Olympic Museum (AOC/VOC)
 - In addition, the following was taken into consideration:
 - The accessibility of artefacts from the three collection units being managed by the MCC
 - Availability of artefacts from private collections
 - The available resources within the MCC and 'friends of the MCC.- Sports that had both large participation and viewing audience numbers were considered.
- Dialogue was entered into with smaller sports associations to ascertain their support for the museum.
- Within stage two of the project build, a partnership agreement was entered into between the museum and the AFL to provide for further expansion of the Australian football content.

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Operational Planning for the National Sports Museum

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- **Launching the National Sports Museum as an operating museum was undertaken in the eight months leading up to the opening in March, 2008.**
- Development of an organisational structure including front and back-of-house requirements.
- Integration of existing MCG Tours staff and recruitment of additional permanent staff.



- Development of:
 - Volunteer program
 - New Point of Sale environment
 - Training program for all staff
 - Educational program
- Audio tour to support the NSM experience
 - Marketing and publicity plans
- Official opening including media launch and grand opening.
- Handover from the NSM project team to Museums staff.

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Public Programs and Education Programs at the National Sports Museum

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NSM Public Programs

- The National Sports Museum has developed a range of public programs designed to enhance the visitor's experience.



- These programs have included:
 - Interacting with Olympians and sporting identities
 - Working in partnership with other learning institutions in the development of lecture series' and themed information nights
 - Participation in events including National Science Week
 - A self-guided audio tour that complements the museum visit
 - Themed school holiday programs run in conjunction with the Victorian school holiday periods

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NSM Education Programs

- Learning beyond the classroom is a powerful way to engage students in meaningful curriculum.
- Each activity includes detailed teacher notes and student worksheets and have been mapped to the Victorian Essential Learning Standards (VELS).
 - A key theme of the National Sports Museum is 'moments that made us'.
- Our online education program was developed in conjunction with the widely recognised Curriculum Corporation. An additional resource has subsequently been created with the Maths Association of Victoria.
- The National Sports Museum has worked with its sporting association stakeholder partners.
 - The National Sports Museum educational resource is not just for sports fans.

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Marketing the National Sports Museum

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- **The launch of the NSM into market was undertaken with an integrated marketing approach incorporating:**
 - Brand advertising campaign across print and all digital mediums
 - A detailed communications/publicity strategy including media launches; advertorial pieces; competition giveaways; exclusive story opportunities
 - Website launch
 - Development of an honorary Ambassador program
 - Official launch event
 - Working with local, State and National tourism bodies
 - Promotion to MCC members and sporting stakeholders' member databases
- **Post-opening, this strategy has continued and been extended to incorporate:**
 - Development of a tactical advertising campaign
 - Attendance at consumer and travel industry shows within Australia and key international markets
 - Visitor information surveys
 - Conducting reviews of existing strategies and how new markets can be explored

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Year 1 Achievements

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In its first full year of operation, the National Sports Museum has achieved:

- Budgeted visitation and revenue results.
- Opened five new exhibition spaces within stage two of the project
 - Launched a very successful Education program.



* Ensured the museum is upgraded as events take place including:

- Hall of Fame inductions
- 2008 Beijing Olympic Games
- Australian football season results
 - Baggy Green recipients

- Prepared for the opening of its first touring exhibition: 'League of Legends' – 100 Years of Rugby League in Australia

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The Future.....

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The Museums Department is regarded as the 'centre of knowledge and excellence in sport'

In looking to the future, the following areas have been identified to ensure this is maintained and enhanced:

- Consolidate the umbrella relationship with all sports associations and independent sporting museums.
 - Growth of the collection units.
- Development of an acquisitions fund and philanthropic partnerships with other cultural institutions within Australia and overseas.
 - Ongoing enhancement to public displays ensuring relevance and currency.

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- Development of special touring exhibitions.
 - Digitisation of the collections
 - Online development and accessibility – make the collections available to a wider audience through Web 2.0.
- Research and Publication –internally and externally, in conjunction with publishing houses.
- Education Facility – through the continued development of a comprehensive Education program, the NSM will be regarded as a ‘must see’ for all Australian students.

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Challenges...

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