

# City of Ballarat Creative City Strategy Precinct Master Plan

PREPARED BY MGS ARCHITECTS

FINAL  
APRIL 2019

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**Acknowledgement of Ballarat’s first peoples** The City of Ballarat is proud to acknowledge the Traditional Owners of Country which includes Ballarat today, the Wadawurrung and the Dja Dja Wurrung peoples, and pays respect to all Elders, past, present and emerging, as well as Elders from other communities who reside here today. They hold the memories, traditions, culture and hope of Aboriginal and Torres Strait Islander people around Australia.

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# City of Ballarat Creative City Strategy Precinct Master Plan

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APRIL 2019

BALLARAT'S *Creative City* STRATEGY

CITY OF  
BALLARAT 





– Ballarat Town Hall

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## MESSAGE FROM THE MAYOR



Ballarat is a city visibly built from the wealth of one of the most remarkable eras in world history – the legacy of those who came from across the globe - in an area which maintains rich cultural connections to Traditional Owners. The historic streetscapes are world class – and nowhere is this more evident than in our Creative Precinct.

This area is home to our magnificent art gallery, beautiful Victorian theatre and outstanding historic buildings such as the Ballarat Mechanics' Institute, Ballarat Trades Hall and Mining Exchange. The precinct also showcases tertiary arts education, iconic live music venues, a deco-style cinema, contemporary galleries, bars, hotels and a thriving food scene. It is used as a film set location, and is soon to become home to a National Centre for Photography.

Ballarat's Creative City precinct is our civic and cultural heart, and is witnessing the emergence of incredible technical and entrepreneurial activity.

This Creative Precinct Master Plan has been developed as a core part of Ballarat's Creative City Strategy. Based on an intensive community consultation process which took place throughout 2018, it makes recommendations for future improvements to our precinct's public realm and reimagined use of the precinct's buildings and spaces.

These changes are aspirational and many are long-term; indeed, the master plan has a planning horizon to 2040. Some require a significant degree of additional investigation and consultation with our community, however many can be acted on immediately and I trust the community is as excited as I am by the promise this master plan holds for this special part of our CBD.

**Cr Samantha McIntosh, Mayor**

# EXECUTIVE SUMMARY

**Ballarat is an iconic city which inspires creativity, demands discovery and rewards the inquisitive.**

Ballarat's Creative Precinct will be a welcoming place for people to live, create, study and visit. Varied and adaptable streets and public spaces will support a broad program of activities, showcasing the city's assets and expressing the creative energy of its community.

**Precinct actions:**

- 1) A master plan implemented and owned by everyone
- 2) A place to live, create, study and visit
- 3) A place that showcases and celebrates Ballarat's assets, stories and people
- 4) A place that supports playfulness, flexibility, experimentation and vitality
- 5) A place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons

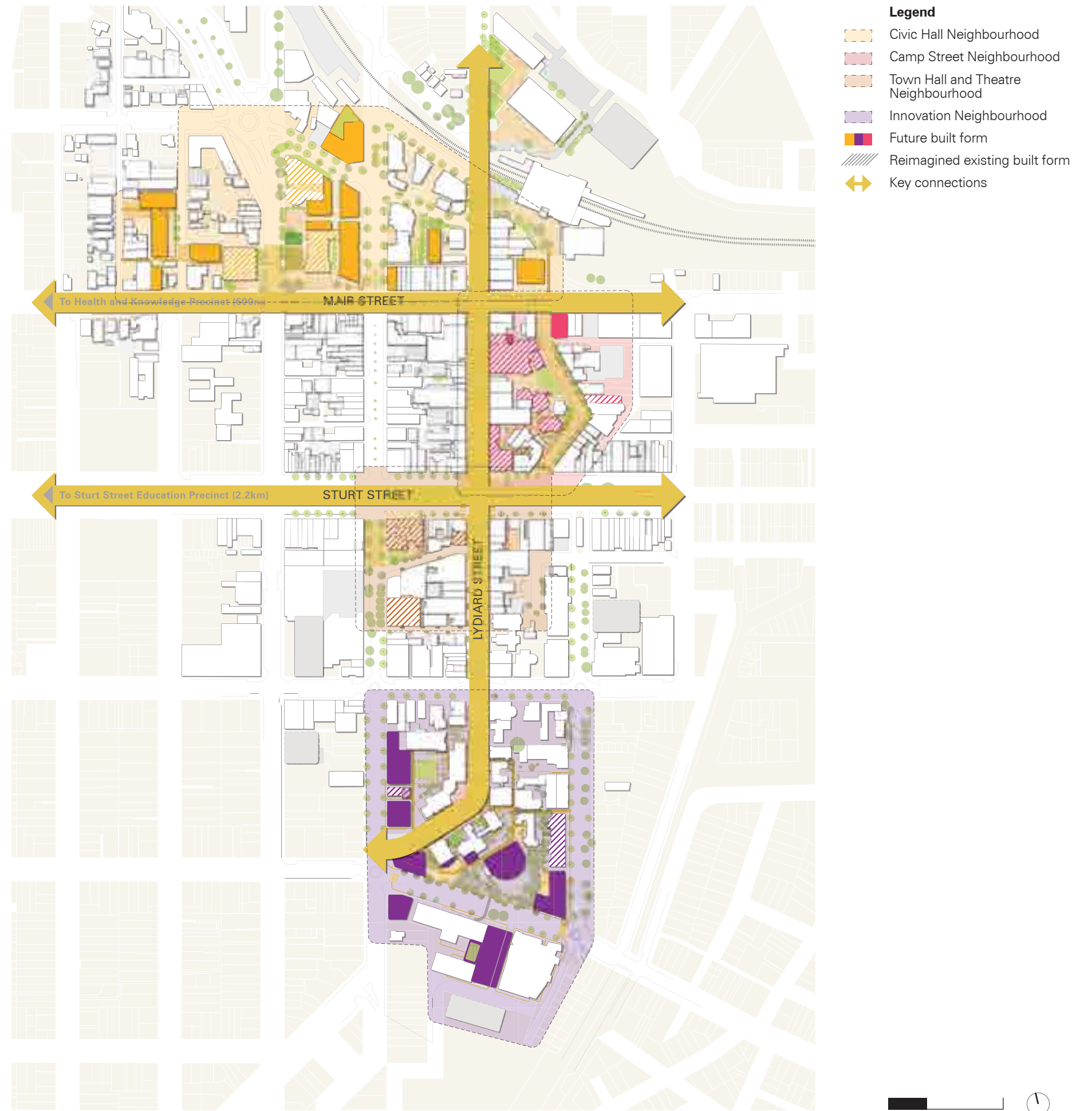


Figure 1.0 Ballarat's Creative Precinct Master Plan



– White Night Ballarat 2017 | Image: SDP Media



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# Context



## 1.1\_INTRODUCTION

The City of Ballarat has commissioned a Creative City Strategy and associated Precinct Master Plan to strengthen Ballarat's position as a Creative City by 2040. A consultant team comprising SGS Economics & Planning, MGS Architects, Left Bank Co and Eleni Arbus have delivered:

- An innovative and agile Strategy to steer the development of the arts and creative sector in Ballarat.
- A Master Plan for the Creative Precinct centred on Lydiard Street in the Ballarat CBD.

The Precinct Master Plan focuses on the physical outcomes of the broader Ballarat Creative City Strategy. This Master Plan draws on the results of a day-long stakeholder workshop, extensive community consultation and analysis of three background papers from the first stage of the project. This has allowed for a deep understanding of both the challenges and opportunities facing Ballarat's creative institutions, artists and creative workers but also businesses and the community more broadly.

This report sets a vision and strategies for the Creative Precinct, and proposes a series of key projects or initiatives that will take place over the next 22 years (until 2040). These initiatives could include policy and capital works that support upgrades to the public realm; building upgrades and modifications; and promoting activation and engagement events.

Together the Creative City Strategy and Precinct Master Plan set the intent and framework for Ballarat to become Australia's leading regional creative city.

### Document structure

The Precinct Master Plan document is arranged in three sections as detailed:

1

### Context

Introduces Ballarat's historical and geographical context, built form and landscape character, along with relevant strategies, case studies and elements that make up successful creative precincts.

2

### Vision and Strategies

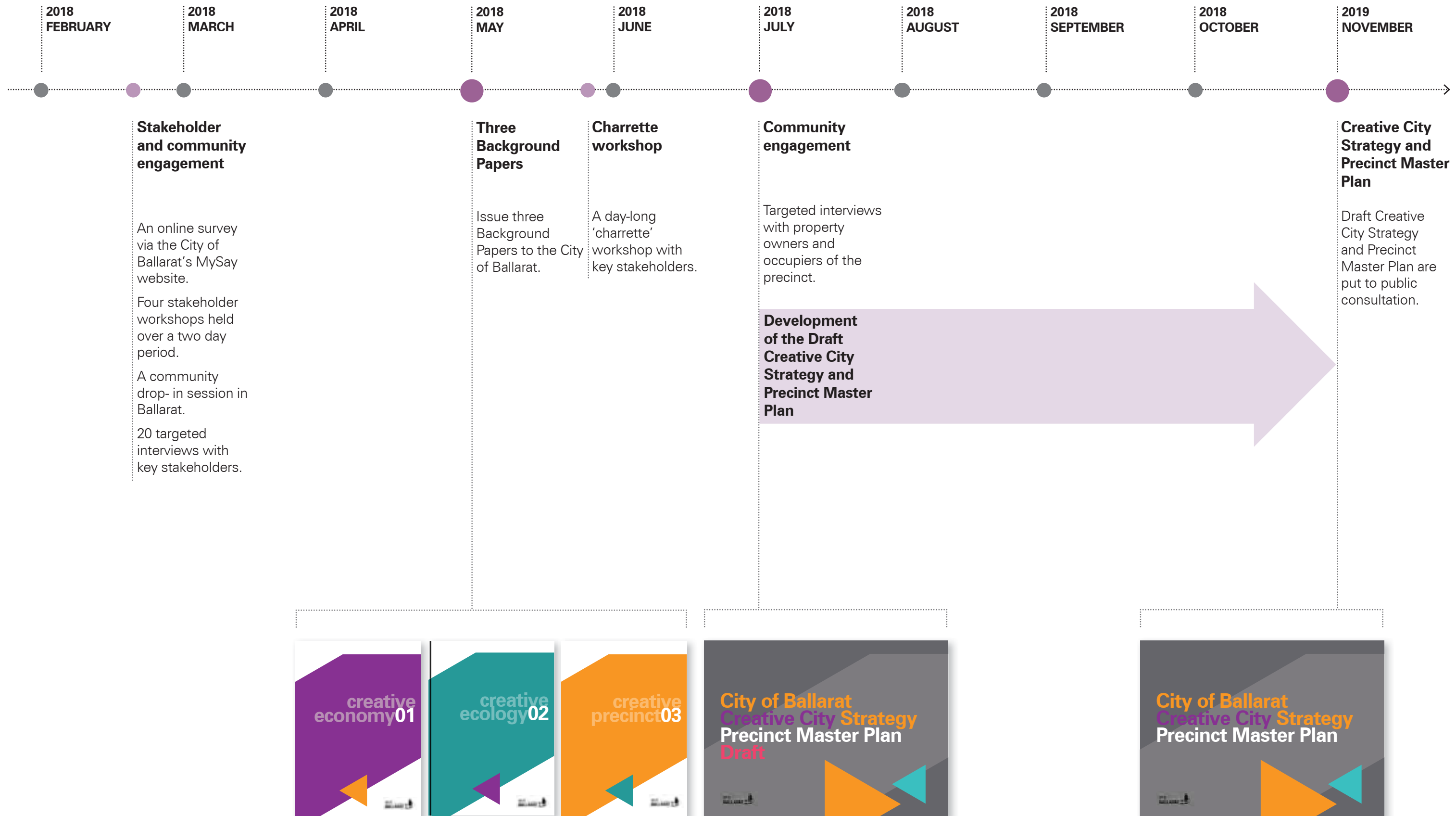
Highlights the vision and goals that underpin the Precinct Master Plan's development and outlines strategies to translate opportunities into potential projects.

3

### Implementation

Outlines notable projects and partners for each of the four precincts that form the overall Precinct Master Plan.

# 1.2 PROJECT TIMELINE



## 1.3 STRATEGIC CONTEXT

**The following strategic documents have guided the development of the Precinct Master Plan. These existing strategies will continue to influence how Ballarat's Creative Precinct develops over time and the report will incorporate the intent and elements from existing strategies where appropriate.**

### **The Ballarat Strategy**

This strategic document focuses on the entire city of Ballarat and identifies important regional precincts, activity centres, employment clusters, and transport gateways that will assist in supporting the expected population growth in Ballarat.

Importantly, this strategy introduces two key concepts, the '10 Minute City' and the 'City in the Landscape'. These concepts reflect the community's aspirations for a better connected and accessible city and the importance of preserving and celebrating Ballarat's tangible and intangible heritage. Additionally, the 'City in the Landscape' concept includes recommendations for adopting an urban forest approach to better manage the environment, improve the liveability and amenity of the City, and make Ballarat more resilient to a changing climate. The Precinct Master Plan will further develop these initiatives through a series of strategies and key projects.

Additionally, this strategy outlines opportunities to better connect these regional precincts to support Ballarat as a well-connected and leading regional city. Opportunities outlined in this strategy include possible partnerships between Federation University campuses and other education facilities, and to further support key historical and tourism destinations.

### **The CBD Strategy**

This strategic document outlines the City of Ballarat's long-term vision to guide future growth and change within the Central Business District (CBD) over the next 20-25 years. Ten precincts within the CBD are identified, based on common land uses, built form character and potential strategic direction. Importantly, this strategy highlights opportunities to improve streetscape quality and public open spaces, promotes outdoor activation, and identifies opportunities to improve connections to other significant areas within the CBD.

Specific recommendations outlined in the Ballarat CBD Strategy that have formed part of the Precinct Master Plan include: streetscape upgrades; increased outdoor space activation; and improved pedestrian and cycle connections.

### **Live Music Strategic Plan**

This document is one of the first developed regional music strategies. It acknowledges Ballarat's leading role as a regional destination for major music performances and events, and embraces the city's established vibrant live music scene. Importantly, it highlights opportunities to improve the public infrastructure required to maintain, support and improve the existing live music culture in Ballarat. This plan also identifies the need to engage youth and students in events and in the production of music.

### **Heritage Plan**

This municipality-wide heritage plan sets out a suite of initiatives that apply a new UNESCO approach to managing change in historic cities, tailored to Ballarat and its local needs. The plan centres around regenerating, conserving and celebrating everything that makes Ballarat distinctive, to sustain it into the future. Importantly, it recognises collaboration, diversity and innovation in its delivery – each of which are key principles of the Creative City Strategy and Precinct Master Plan.

It contains several specific programs for action that overlap with the goals of the Strategy and Master Plan:

- Regenerating Lydiard Street by encouraging storytelling and artisans in the area, and improved use of its public spaces.
- Creating and sharing 'open data' about all aspects of the city to promote knowledge-gathering and to inspire new endeavours.
- Working with local businesses and tourism providers to leverage Ballarat's distinctiveness as an economic driver.

Encouraging temporary events and 'pop-ups' to activate existing spaces and provide new ways of experiencing Ballarat's heritage.

### **Council Plan**

This strategic document outlines Council's priorities, outcomes and resources for its four-year term to help achieve the collective vision of Ballarat as a proud city that is bold, vibrant and thriving.

Four key goals form part of this plan and are focussed around creating a liveable, prosperous, sustainable and accountable city.

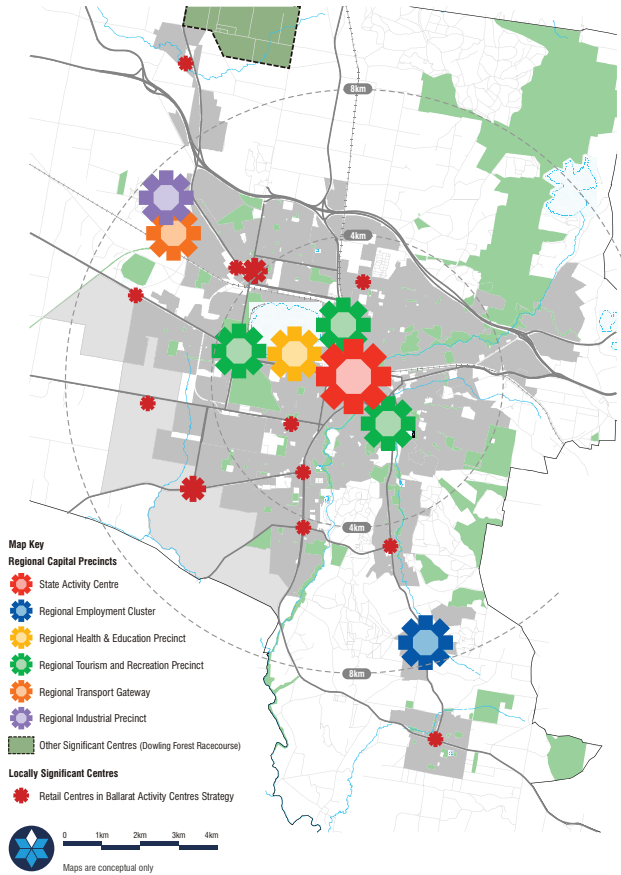
As part of the City of Ballarat's four-year priorities under the goal of 'Prosperity', which aims to advance Ballarat's position as the capital of Western Victoria, the City has developed this Creative City Strategy 2040 and accompanying Creative Precinct Master Plan.

Whilst the plan does not contain specific reference to creative industries, the strategic goals and intent of the document are relevant to the actions established in the Creative Precinct Master Plan.

### **Public Art Master Plan**

This strategic Master Plan outlines the future planning, delivery and management of integrated public artwork, both permanent and temporary, in Ballarat. The plan outlines key locations for public such as the Ballarat's Central Business Area, urban renewal areas, existing suburban centres and natural environments. Importantly the Public Art Master Plan highlights the role public art continues to play in expressing the stories, values and aspirations of Ballarat's communities, generating a unique sense of place and enriching cultural understandings of shared public spaces in the city.

Figure 10 Regionally Significant Precincts



- Image from top - bottom, left-right:
- Today, Tomorrow, Together: The Ballarat Strategy 2015-2040 | City of Ballarat
  - Making Ballarat Central: The CBD Strategy (2017-2021) | City of Ballarat
  - Live Music Strategic Plan 2016-2021 | City of Ballarat
  - Our People, Culture & Place, A plan to sustain Ballarat's heritage 2017-2030 (2017) | City of Ballarat
  - Council Plan 2017-2021 | City of Ballarat
  - Ballarat Public Art Master Plan | City of Ballarat

## 1.4 BALLARAT AND ITS CONTEXT

### Regional Context

Ballarat is the largest city in the Central Highlands region of Western Victoria. It is located between important regional and metropolitan centres including Melbourne CBD (approximately 115km north-west), Bendigo (117km south-east and Geelong (approximately 90km south-west).

As one of the nation's fastest growing regional cities, Ballarat is experiencing high rates of population and economic growth, with a current population of 107,467 (2018) and a forecast population of 144,108 by 2036. The economic climate of Ballarat is diverse, with education, manufacturing, construction and healthcare, as leading sectors of the city's economy. In terms of Ballarat's creative industries, there were approximately 2,000 employed workers in creative industries in 2016, comprising 13.9 per cent of Regional Victoria's creative workforce.

Ballarat is a key transport hub in regional Victoria. The Ballarat Line is the second busiest regional rail line, after Geelong, with 4.33 million trips undertaken in 2017, representing a 14 per cent increase from 2016.

### Creative Ecology of Ballarat

Ballarat is one of Australia's leading regional creative cities due to its rich heritage, landmark buildings, and vibrant arts and cultural scene. Ballarat's Creative Precinct can be seen as the heart of Ballarat's broader creative ecology. The Creative Precinct is the centre of the Ballarat CBD, stretching from Ballarat Station in the north, along Lydiard Street, to the Federation University SMB campus in the south.

This precinct is rich with historic 19th century buildings, major arts institutions, events and performance spaces, community spaces and educational institutions. Ballarat's Creative Precinct includes destinations such as the Art Gallery of Ballarat, Federation University Arts Academy, The Post Office Gallery, Helen Macpherson Smith Theatre, The Lost Ones Gallery, Federation University and Ballarat Mechanics Institute, Her Majesty's Theatre and Ballarat Trades Hall.

Several creative events such as Open House Ballarat, White Night Ballarat, Biennale of Australian Art and Ballarat International Foto Biennale attract a wide range of people to the city and contribute to the success and identity of the Creative Precinct.

The Creative Precinct also benefits from its location to the Ballarat train station and supporting retail and hospitality activity along Sturt and Armstrong Streets.

Beyond the Creative Precinct there are additional locations that support Ballarat's creative city ecology. These include Ballarat East, Lake Wendouree, Health and Knowledge Precinct, Federation University Mt Helen Campus and Ballarat Technology Park. Additionally, there are clusters of artists and creative individuals living and working throughout the local government area (LGA) such as in suburbs like Soldiers Hill (importantly Soldiers Hill Artist Collective), Delacombe, Wendouree and Learmonth and Buninyong.

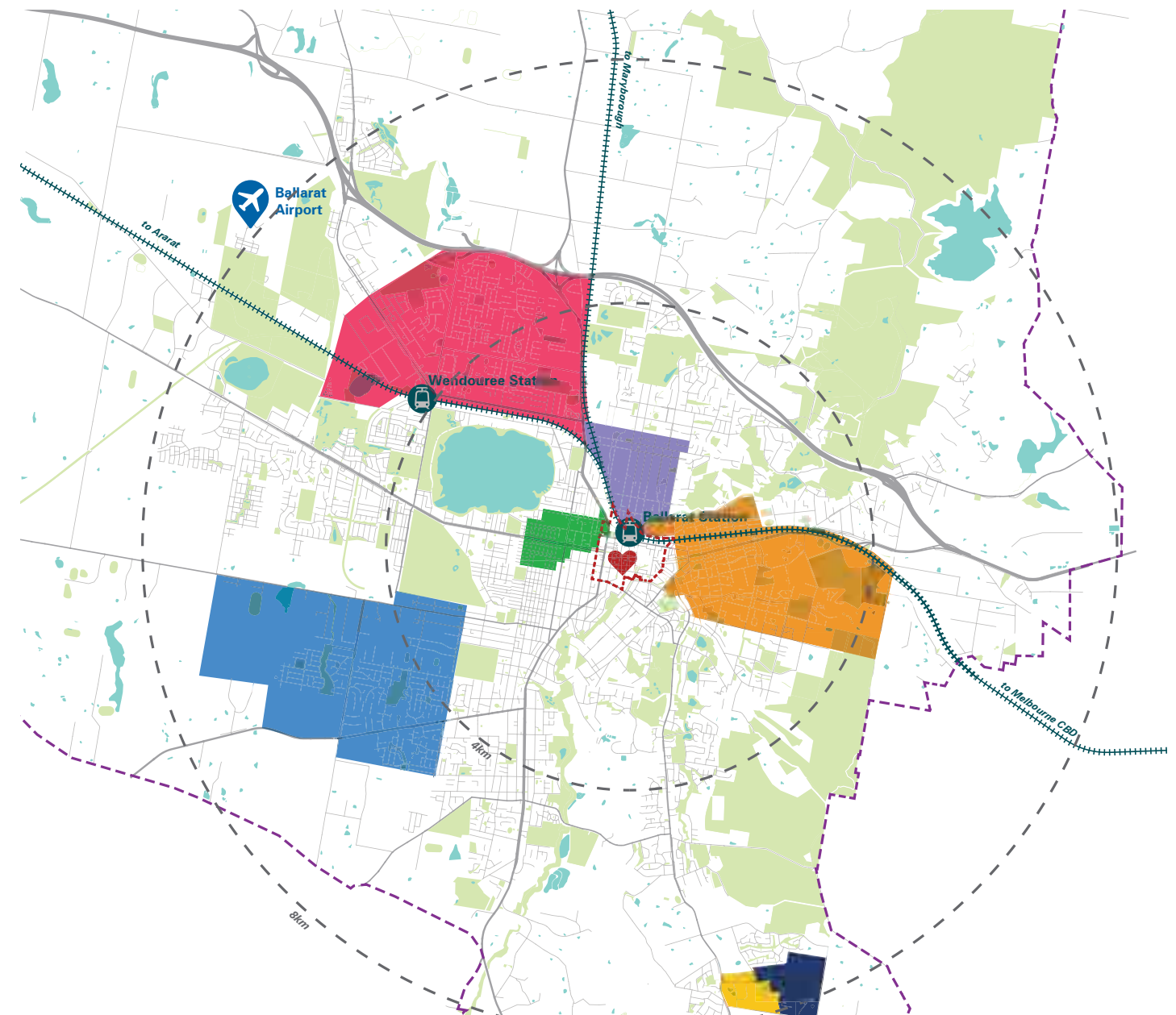


Figure 1.1  
Ballarat's Creative Precinct can be seen as the heart of Ballarat's broader creative ecology

- Legend**
- ♥ Ballarat's Creative Precinct
  - Ballarat East
  - Health and Knowledge Precinct
  - Federation University Mt Helen Campus
  - Ballarat Technology Park
  - Soldiers Hill
  - Delacombe
  - Wendouree

## 1.5\_IDENTITY

Ballarat's contemporary identity is intrinsically linked with its history and heritage. It is the culmination of layered change in the city's natural and built forms, land use patterns, relationships, economic processes and social and cultural practices. Ballarat is a legacy gifted by many people, including its Traditional Owners and intercultural communities with ancestral ties all over the globe.

### Aboriginal culture

The City of Ballarat extends across parts of the Traditional Country of the Wadawurrung and Dja Dja Wurrung peoples of the Kulin Nation, who have lived in the region for at least 50,000 years and continue to care for it today. The name 'Ballarat' originates from two Wadawurrung words: 'balla' meaning elbow or reclining on the elbow, and 'arat', meaning place.

Aboriginal culture is synonymous with art, innovation and creativity, drawing from rich and ancient traditions passed down over several millennia. Aboriginal ancestors shaped the landscape through their activities, knowing it deeply and imbuing it with important cultural and spiritual meanings. The Wadawurrung and Dja Dja Wurrung each have their own unique traditions and stories inspired by these connections, and express them through song, dance, weaving and art in many other forms.

Wadawurrung and Dja Dja Wurrung communities today remain very much active in the creative realm, with their own ways of expressing identity, cultural knowledge and inspiration.

Important community cooperatives in Ballarat, such as the Wathaurung Aboriginal Corporation (trading as Wadawurrung) and the Ballarat and District Aboriginal Cooperative (BADAC), promote cultural awareness among the wider Ballarat community, and work to provide a secure future and sense of cultural pride for local Aboriginal peoples. It is through these active communities and their networks that Aboriginal culture continues to inform and shape the city's identity today.

The city's Creative Precinct has the potential to strengthen the status of Aboriginal culture in Ballarat's contemporary life, by collaborating with and supporting these communities. The local Registered Aboriginal Party is the Wathaurung Aboriginal Corporation, trading as Wadawurrung.

### The search for gold

The city as we know it today has its origins in the discovery of gold at Ballarat in 1851. This resulted in tens of thousands of migrants descending on the transient settlement from all over Australia and the globe, catalysing rapid urbanisation and wealth generation. It also designated Ballarat as an intercultural melting pot, bringing together diverse cultural traditions, skills, art, music and dance from all over the world.

Music halls and theatres started to pop up everywhere, catering to diggers looking to unwind after a long day's work on the goldfields. As the mining settlement of Ballarat became more permanent, so too did its creative venues, established under the belief that supporting and experiencing culture was an essential element of a civilised and modern city.

This saw Ballarat become home to the iconic Her Majesty's Theatre (then known as the Academy of Music) in 1875, then Australia's first regional art gallery in 1884. The Ballarat Mechanics' Institute established in 1859, and subsequent performance and arts institutions, together with Ballarat's diverse communities – including students, art collectives and cultural and creative industries – have confirmed its status as a world-class hub for creative excellence rivalling any major city.

### Urban form and landscape setting

The legacy of the gold rush as a catalyst for dramatic and rapid change remains visually evident in Central Ballarat today; a city in the landscape.

It was to the west of the Yarrowee River, on the bluestone plateau overlooking the east, that Ballarat's CBD was established by those who had made their fortunes on the gold diggings beyond. Its proportions are generous, with wide, gridded streets that hold complementary but very different qualities. Numerous monumental heritage buildings symbolise its prosperity, form harmonious façades, and provide prominent visual connections in the city skyline and geographical landmarks within the city centre.

Its elevated position atop the escarpment afford Central Ballarat sweeping views of the surrounding landscape, particularly the natural landforms of Mount Warrenheip and Buninyong. At its spine is a central garden in Sturt Street, which speaks of an historically vibrant place where the public realm has supported a variety of business activities and related traffic, as well as providing opportunities for recreation and respite.

In Lydiard Street is the highly-valued Ballarat Railway Station, connecting the historic heart of the city with Melbourne by public transport, and reinforcing Ballarat's continuing importance and identity as a hub for commerce and culture.

While the post-European heritage of Central Ballarat is highly evident in many aspects of the public realm today, cues of its Wadawurrung cultural connections are much harder to find. There is great opportunity for the public realm to reveal this layered cultural heritage as an expression of how the place has evolved over time.

### Ballarat and UNESCO's Historic Urban Landscape (HUL approach)

The City of Ballarat is part of an international pilot program for UNESCO's new long-term approach to city management, guiding how historic cities can develop and change sustainably over time (Ballarat Strategy 2015, CBD Strategy 2017). It works by ensuring that change is inspired by all the things that make local places distinctive, valued by locals and appeal to visitors.

Ballarat's creative and cultural industries have been central to its urban landscape for centuries, while Aboriginal culture has been shaping this place for millennia. Heritage, identity, history, culture and creativity go hand-in-hand, and through the UNESCO program, we work to ensure they continue to reinforce one another and play a critical role in the future of the city. The Precinct Master Plan adopts the spirit of this approach.

Ballarat's participation in the UNESCO program is long-term. Over time a deeper understanding of the city's values and distinctiveness will contribute to and guide the on-the-ground implementation of this Master Plan.



– Sturt Street looking north-west from Town Hall

## 1.6 WHY A PRECINCT MASTER PLAN?

### Precinct Master Plan

The Precinct Master Plan will provide a framework for the development of the central business district until 2040. Its aim is to help coordinate investment in the Creative Precinct to support Ballarat as a creative city, through creating a vibrant, diverse and participatory place to live, work, study, create and visit.

One of the key opportunities of the Precinct Master Plan is to connect existing and proposed initiatives and encourage different institutions and organisations to work together to collectively deliver the transformation of the precinct.

Key aims for the Precinct Master Plan include to:

- Link up and strengthen existing destinations through coordinated investments and experiences.
- Nurture creative industries through both digital and physical infrastructure, such as start-up spaces.
- Enhance economic development and diverse community expression.
- Make the vibrancy of Ballarat’s cultural legacy more legible and visibly engaging.
- Bolster the experience economy as a key supporter of future growth in Ballarat.

The plan will outline a series of staged projects and policies to support upgrades to the buildings, public realm and events that take place.

### Drivers for change

Within the Creative Precinct significant investment has been planned which will bring an increased number of people working, studying and visiting Ballarat city. These changes will be incorporated into the Precinct Plan to ensure all future projects are aligned.

Significant state government investment will see the area surrounding Ballarat Station transform. One-thousand government employees will move into a purpose built office building, Ballarat GovHub, adjacent to Civic Hall.

The recently completed Ballarat Tech School and co-working, start up, accelerator and fabrication lab spaces (BILDS) provide a new hub for creative industries.

Federation University is currently undertaking a review of its central Ballarat landholdings, providing an opportunity to consider alignments with the aims of the Precinct Master Plan.

Additionally, significant investment will transform the Ballarat Health, Knowledge and City Living Precinct surrounding the Ballarat Base Hospital.

1



### Ballarat Station Precinct Master Plan

The Station Precinct will be transformed into a vibrant community, transport and commercial hub. Projects in this precinct include improving the existing station facilities, providing a community public plaza, constructing a bus interchange and introducing short-stay accommodation.

2



### Civic Hall Redevelopment and Ballarat GovHub

The Civic Hall will be upgraded as a performing space, and a new Ballarat GovHub will be home to one-thousand government employees, transforming this area into a high-quality community and commercial precinct (completion expected by 2020).

3



### Mair Street Upgrade

Forming part of the ‘Ballarat CBD Strategy’, and further developed in collaboration with VicRoads and the community, Mair Street upgrade will introduce additional canopy trees and aim to improve pedestrian movements.

4



### Camp Street Precinct

The Camp Street Precinct will continue to be a hub for arts, culture, with the Art Gallery of Ballarat considering an upgrade and extension to ensure the gallery can develop and change sustainably over time. Additionally, The Lost Ones Gallery is already bolstering the vibrancy of this area.

5



### Town Hall and Theatre Precinct

In the heart of the Creative Precinct there are opportunities to rethink the future uses of important civic buildings such as the Town Hall. Additionally, the planned restoration of Her Majesty’s Theatre and the recent establishment of the National Centre for Photography will enhance the identity of the Ballarat’s creative and cultural industries.

6

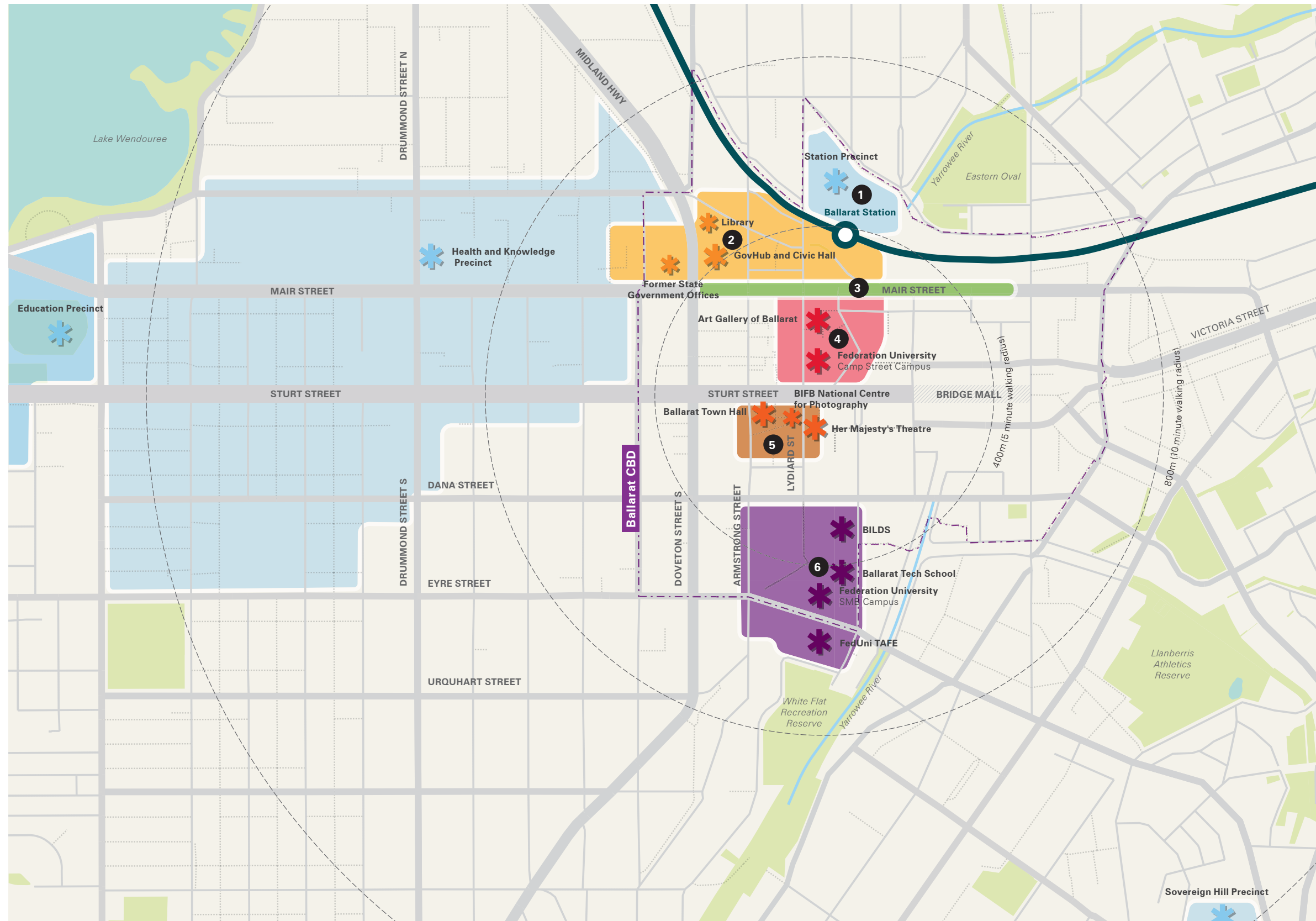


### Hub for Technology Education

The recently completed Ballarat Tech School provides access to STEAM subjects for high school students, while the redevelopment of the Flecknoe building into the Ballarat Innovation Lab and Digital Space (BILDS) will provide co-working and incubator spaces. Additionally, Federation University Technology Park is another important hub for several not-for-profit organisations and innovative industries.

- Image from top:
- Ballarat Station Precinct upgrades
  - Future GovHub building | John Wardle Architects
  - Mair Street upgrade | Image: ‘Ballarat CBD Strategy’
  - Camp Street upgrade | Image: ‘Ballarat CBD Strategy’
  - Town Hall upgrade | Image: ‘Ballarat CBD Strategy’
  - Recently completed Ballarat Tech School | Image: Ballarat Tech School





- Legend**
- Civic Hall Redevelopment and Ballarat GovHub
  - Mair Street Upgrade
  - Camp Street Precinct
  - Town Hall and Theatre Precinct
  - Hub for Technology Education
  - Other important precincts

Figure 1.2 Drivers for change



## 1.7 WHAT MAKES A SUCCESSFUL CREATIVE PRECINCT?

### Successful creative precincts

Creative precincts are accessible places where arts, cultural and creative industries play a key role in shaping the identity and economic vibrancy of a city. Creative industries can include a broad range of creative production such as art, music, architecture, performing arts, education, fashion, radio and software.

Often in older parts of creative precincts, where places to live, work, exhibit and socialise are plentiful, the success of these precincts rely on an aggregation of venues, institutions and people. Likewise, getting to and around creative precincts is important, necessitating easy access to hubs via public transport, and ease of movement through spaces by cycling and walking.

### Ballarat's Creative Precinct

Ballarat's Creative Precinct has a great potential to become a world-class, vibrant creative precinct. It is located just over one hour from Melbourne by train and its high-quality and diverse architecture, streetscapes and laneways have great potential to provide affordable and exciting spaces to live, work and interact. However, more could be done to enhance and improve the public realm, as well as the arts and cultural and creative industries in Ballarat.

Currently, the precinct hosts several significant flagship institutions as well as supporting infrastructure, organisations and events and individual creatives that, together, make up the creative ecology of the Creative Precinct.

Significant flagship institutions include the Art Gallery of Ballarat, Her Majesty's Theatre and Federation University Arts Academy. Supporting infrastructure making up Ballarat's Creative Precinct consists of creative places, spaces, organisations, festivals events and programs that draw people to the city and celebrate its cultural identity.

Within the wider region of Ballarat, several locations support the city's creative ecology, including the Health and Knowledge Precinct, Federation University Mt Helen Campus and Ballarat Technology Park.

Special events
White Night
Open House
Archibald Prize
Ballarat International Foto Biennale
Biennale of Australian Art (BOAA)
Backyard Tasters
Heritage Weekend
Harmony Fest
Ballarat Winter Festival
Organs of the Ballarat Goldfields
Public realm
Alfred Deakin Place
Laneway network
Sturt Street gardens
Armstrong Street and Town Hall open space
Civic Hall and Gov Hub public realm
Flagship institutions / organisations
Art Gallery of Ballarat
Her Majesty's Theatre
The Lost Ones Gallery
Federation University
Ballarat Trades Hall
National Centre for Photography
The Ballarat and District Aboriginal Cooperative
Wathaurung Aboriginal Corporation

Note: this is a non-exclusive list. The events listed were events held in the space at the time of the development of the Master Plan.

Aggregation
Art Gallery of Ballarat
Federation University
Ballarat Technology Park
Identity
Gold mining past
Built heritage, streetscapes, views and vistas
Rich local music history
Galleries, libraries and performing arts venues
Legacy of leadership, vision and philanthropy
Festivals and events
Scale of the city
Lydiard Street
Venues
Art Gallery of Ballarat
Her Majesty's Theatre
Ballarat Trades Hall
Lost Ones Gallery
Karova Music Lounge
Courthouse Theatre
The Mining Exchange
Craig's Royal Hotel
Ballarat Town Hall
Ballarat Mechanics' Institute
The George Hotel
The Provincial Hotel
Regent Cinemas

**“Creative city is an all-encompassing concept and a really positive approach to moving into the future. That means coming up with creative solutions including arts making for environmental sustainability.”**

Community member, City of Ballarat's MySay (2018)

**Principles to connect, strengthen and showcase the evolving and distinctive qualities of Ballarat and make the city a vibrant world-class hub for creative excellence and innovation.**

1



**Community identity and distinctiveness**

Celebrate Ballarat’s authenticity and intercultural community through events and permanent and temporary public art.

3



**Aggregation of creative institutions, organisations and people**

Promote partnerships between Ballarat’s creative institutions, organisations and people to create a rich network of creatives and spaces.

5



**Affordable studio and making spaces, with room to grow**

Provide affordable studio and maker spaces in the heart of Ballarat to support collaboration between creative people and groups.

2



**Activation, hospitality and events**

Activate Ballarat’s public realm spaces by hosting regular events which will draw the local community and visitors to Ballarat’s Creative Precinct.

4



**Pedestrian friendly areas, cycling amenity and public transport access**

Provide pedestrian friendly areas that bring the community together. Support active and public transport modes through high-quality pedestrian and cycling amenity and clear wayfinding.

6



**Affordable housing for key workers and students**

Provide affordable and diverse housing options for key workers and students close to employment, education and public transport opportunities.

Image from top-bottom, left-right:

- Harmony Fest | Alfred Deakin Place
- Day of the Dead | Alfred Deakin Place
- Platypus Coworking | Ballarat
- Northern Plaza at Monash University Clayton Campus | MGS Architects + TCL
- Inspire9 co-working space | Richmond
- McIntyre Drive Social Housing | Altona | MGS Architects

## 1.8 CASE STUDIES

### Melbourne Arts Precinct Blueprint

Melbourne's Arts Precinct hosts major institutions such as the Arts Centre, National Gallery of Victoria (NGV) International, Melbourne Recital Centre and the Victorian College of the Arts (VCA). Each of these major institutions are destinations in their own right, but act as silos, independent of each other. The Precinct historically lacked support of the broader arts ecology of studio spaces and smaller institutions. Also, while each institution is often situated in award-winning buildings, the spaces between each institution is often car dominated, and doesn't support walking and informal, outdoor interaction.

To counter these challenges and establish the area as a world-leading arts precinct, a Melbourne Arts Precinct Blueprint was established in 2011, a collaboration between national, state and local government and the University of Melbourne.

### Relevance for Ballarat

The Melbourne Arts Precinct Blueprint is relevant for Ballarat, both in terms of the strategy and its procurement, and the initiatives it sets forth. The success of this strategy relies on involvement, coordination and support across local and state government agencies, and major education and institutional partners.

There are lessons to be drawn from the focus on supporting the broader arts and creative ecology by providing places to work, exhibit, and engage for emerging artists in addition to supporting the major arts institutions.

The focus on the spaces between the buildings, the quality of the public realm and its activation is an important part of this strategy. More space can be dedicated to pedestrians and events through reducing the space given over to vehicles. Finally, the strategy acts as an overarching document for initiatives underway, setting a vision for the Precinct. A series of interventions and events are introduced in stages, creating a strategy that is implemented rather than one that sits on the shelf.



Image from top:

- A vacant lot on a busy highway frontage was leased to creative enterprise Testing Grounds which has developed the space incrementally for events and hospitality. Melbourne Arts Precinct Blueprint
- Empty commercial space was transformed into Guild Co-work and office space for organisations such as NIDA by Creative Spaces/City of Melbourne. Melbourne Arts Precinct Blueprint

### **Hobart Waterfront Precinct**

Hobart's Waterfront Precinct has transformed dramatically over the last 15 years, becoming a major arts and culture destination. Formerly a working harbour, Hobart Waterfront Precinct now hosts important institutions and cultural events, such as the University of Tasmania (Sandy Bay campus), Tasmanian Museum and Art Gallery, State Library of Tasmania, Parliament House and Gardens, Theatre Royal, MONA, the Salamanca Markets and The Henry Jones Art Hotel.

A series of seasonal, nationally significant events have also played a role in this transformation. These include:

- Taste of Tasmania
- Sydney to Hobart
- Dark Mofo
- MONA (all year round)

There is not one single plan, strategy or stakeholder that has driven the transformation seen in Hobart. Rather it is a combination of driven individuals and groups and government agencies. The transformation of the Precinct, particularly in terms of the public realm and attracting suitable institutions, was in part facilitated by a working group - a partnership between local, state and commonwealth government and the private sector - which oversaw an upgraded precinct parallel to an events strategy over a seven year period.

### **Relevance for Ballarat**

The Hobart Waterfront Precinct is relevant for Ballarat, in terms of its success through aggregation, the implementation of an important events strategy and the precinct's cultural heritage and identity. There are lessons to be drawn from the success of aggregating important destinations and spaces within this precinct while concurrently proving places to stay, make and learn. Similarly, the cultural heritage and 19th century architecture and streetscape, are integral to the success of the precinct's identity and future transformation.



Image from top:  
- Hobart's waterfront transformed during Dark Mofo | Hobart Waterfront Precinct  
- Hobart's waterfront transformed during Taste of Tasmania | Hobart Waterfront Precinct

## 1.9 WHAT WE HAVE HEARD

For additional survey information refer to the Community consultation Report – Ballarat Creative City Strategy (page 9)

To support the Ballarat Creative City Strategy and Precinct Master Plan, the City of Ballarat has embarked on an extensive program of community consultation, engaging with residents and businesses, creative practitioners, key organisations and stakeholders and industry leaders. The program of consultation to date has included:

- An online survey via the City of Ballarat’s MySay website.
- Four stakeholder workshops held over a two day period.
- A community drop-in session in Ballarat.
- 20 targeted interviews with key stakeholders.
- A day-long ‘charrette style’ workshop with key stakeholder.
- Nine targeted interviews with property owners and occupiers of the precinct.

Community and stakeholder engagement has allowed for a deep understanding of both the challenges and opportunities facing Ballarat’s creative institutions, artists and creative workers but also businesses and the community more broadly.

During the day-long charrette workshop, stakeholder groups including creative institutions, local businesses, local artists, government, business and community representatives worked to ‘sketch out’ an outline of the Creative City Strategy and the Precinct Master Plan. The goals, strategies and actions shown in this report have been generated from this workshop and then refined through consultation.

### What we heard from the MySay survey

The City of Ballarat’s online MySay survey asked participants to think about Ballarat’s existing creative ecology. Participants were asked the following: what we value, what we can be, and how can Ballarat position itself as Australia’s leading regional creative city.

### Question 5: Imagine Ballarat as a thriving, vibrant creative city. What sorts of things do you see that are not here now?

- Responses raised the following suggestions:
- Celebration of local talent
  - Support for micro-enterprise
  - Investment in creative industry
  - Utilisation of empty space in the city
  - A centre for digital immersive development
  - Subsidised innovation co-workspaces and studios
  - Support for Visual Arts and the Arts Academy

### Question 3: If Ballarat was to be the most creative place it could possibly be, what impediments need to be removed?

- Responses raised the following impediments/barriers:
- Conservative attitudes
  - Siloed activities
  - Factionalism between different arts and cultural disciplines
  - Underutilised space in the city
  - Lack of venues
  - Currently no co-working spaces or hubs
  - Federation Uni Arts Academy invisible

### Survey 3: In developing a long-term plan for investing in the precinct, how important is it for designs to consider the following?

- Places for people to express themselves (ie. busking and exhibiting) (96%)
- A general sense of safety (95%) ease of access (95%)
- A general sense of vibrancy (93%)
- Green spaces and parkland (93%)
- Public art (93%)
- Collaboration and co-working spaces (92%)
- Interpretation of Ballarat’s stories and history (88%)
- Quality of finishes and materials at ground level (85%)
- Street trees (85%)
- Places to live (59%)

**“For Ballarat to become a future creative city it needs to be seen as a place of arts education, not just in the development of creative skills, but also in the business of sustaining commercially viable practices. Games developers can create internationally sustainable businesses.”**

Quote from a community member via the City of Ballarat’s MySay website (2018)

**“Creative endeavour in Ballarat extends to design, multi-media, gaming and is more than the institutions. Bring the creatives out of the shadows and celebrate them.”**

Quote from a community member via the City of Ballarat’s MySay website (2018)



– Brainstorming ideas for the Creative Precinct at the charrette stakeholder workshop



– Charrette stakeholder workshop held at the Ballarat Tech School



– Spatial workshop session at the charrette stakeholder workshop

**“We moved to Ballarat because we could see the potential of the city as a creative hub. A very affordable base to start something new here. The amount of unused and under-used spaces in our city are just begging to be reinvented in a creative way..”**

Quote from a community member via the City of Ballarat’s MySay website (2018)

## 1.10\_\_CHALLENGES AND OPPORTUNITIES

Through an analysis of the consultation with the broader community (through the MySay website), and key stakeholders, a series of challenges and opportunities facing Ballarat's Creative Precinct have emerged. These have been collated into four categories that are known to contribute to the success of creative precincts:

- Living, working and collaborating
- Socialising, events and celebrating local stories
- Public realm and landscape
- Transport and movement

These challenges and opportunities relate to the physical quality of buildings and spaces, events, activation and policy. They formed the beginnings of discussion for the charrette workshop. They have in turn influenced the main initiatives contained in the Precinct Master Plan.

**“Moved here 8 months ago, blown away by the depth, breadth and diversity of creative arts and a strong university town culture that feeds and keeps this strong. I love that it draws people to the town. I love the density of festivals and exhibits.”**

Quote from a community member via the City of Ballarat's MySay website (2018)

– Her Majesty's Theatre





## Living, working and collaborating

Provide affordable spaces in the heart of the Creative Precinct to support collaboration and knowledge sharing amongst individuals and groups.

Challenges	Opportunities
⊗ A high number of vacancies due to high rental costs has led to underutilised buildings in the heart of the Precinct.	⊙ Enable affordable and diverse accommodation spaces to support local creatives and businesses.
⊗ A limited number of vacant buildings become converted into studio or residential spaces due to fire regulations and perception of heritage planning limitations.	⊙ Create a network of local businesses, artists and spaces collated through digital platforms, and build on business support services such as LEAP (Localities Enhancing Arts Participation) and the new start-up ecosystem in Ballarat (BILDS and StartUp Ballarat).
⊗ A lack of support for local artists in terms of visibility, both online and in local galleries, and available studio or workshop spaces close to creative institutions and people.	⊙ Activate Ballarat's underutilised basement and upper-storey spaces with support spaces such as recording studios and maker spaces.
⊗ A series of underutilised facilities, such as performance spaces, in the heart of the Precinct.	⊙ Partner with Federation University to reimagine and open up performance spaces and other underutilised spaces.
	⊙ Build on existing programs such as Ballarat Evolve to create conducive rent-free opportunities for artists in empty spaces to enhance the creative activity and street life of the Precinct.

– Underutilised spaces at Federation University's SMB Campus | Ballarat

– A high number of vacancies in the heart of Ballarat

– Opportunities for collaborative learning spaces | RMIT New Academic Street



## Socialising, events and celebrating local stories

Provide the digital and physical infrastructure to enable the arts and creative ecology to grow.

Challenges	Opportunities
⊗ An under-performing digital environment (Wi-Fi, visualisation spaces, digital platforms).	⊙ Improve existing or build new online platforms for knowledge sharing and creative collaboration.
⊗ A lack of university students, schools students and younger artists visibly present in the Creative Precinct.	⊙ Support local artists and students through partnerships and events.
⊗ A talented creative community that is not visible and is at times siloed.	⊙ Enable a connected creative network through media and exclusive events.
⊗ Events and venues are led by a few talented individuals, but there can be a lack of strategic coordination and support.	⊙ Create a distinctive brand for Ballarat's Creative Precinct and ecology.
	⊙ Continue to celebrate Ballarat's identity through public art and other forms of storytelling, in both the public realm and within businesses and creative venues.
	⊙ Collaborate with Wadawurrung, Dja Dja Wurrung and local Aboriginal organisations to celebrate their cultures, stories and traditions.

– Lack of externalised student presence at Federation University | Ballarat

– Existing public art could become more curated and supported in Ballarat's Creative Precinct

– Celebrating Ballarat's cultural heritage | White Night 2017



**“I think Ballarat has turned itself into a car park.  
If there was some way to decentralise the parking  
that would change the feel of the area.”**

Quote from a community member via the City of Ballarat's  
MySay website (2018)



– High-quality education facilities in the Ballarat's Creative Precinct | Image: Ballarat Tech School

## Public realm and landscape

Upgrade the public realm to match the high-quality mix of building fabric in Ballarat's Creative Precinct.

Challenges	Opportunities
<p>⊗ A lack of pedestrian amenity in the form of greenery, landscaping and canopies.</p>	<p>⊙ Prioritise high-quality streetscapes, landscaped spaces and pedestrian areas, especially on Camp and Lydiard Streets.</p>
<p>⊗ Limited weather-protected spaces for outdoor socialising and connecting places.</p>	<p>⊙ Introduce weather protected programmed outdoor events spaces that support outdoor activity during all seasons (covered outdoor areas at Alfred Deakin Place for example).</p>
<p>⊗ A poor-quality public realm and streetscapes dominated by cars.</p>	<p>⊙ Activate Ballarat's underutilised basement spaces with support spaces such as recording studios and maker spaces.</p>
<p>⊗ Internalised institutions that do not make legible their internal activities.</p>	<p>⊙ Showcase Ballarat's unique laneway network.</p>
<p>⊗ An absence of building verandahs in some places.</p>	<p>⊙ Promote Council's conservation outreach program and heritage advisory services to property owners, to encourage reinstatement of altered verandahs and facades of historic buildings.</p>

– Lack of weather protection and street trees along Camp Street

– Existing weather protection at Alfred Deakin Place could be improved

– Pop-up events that activate public space and engage the public | Perth Cultural Centre



## Transport and movement

Improve the experience of moving to and around the Creative Precinct.

Challenges	Opportunities
<p>⊗ A precinct dominated by cars and car parks.</p>	<p>⊙ Consolidate car parking to reduce the dominance of cars on important streets such as Camp and Lydiard Streets.</p>
<p>⊗ A lack of clear and safe cycle paths within the precinct.</p>	<p>⊙ Develop clear and safe cycle paths linking key destinations within the Creative Precinct.</p>
<p>⊗ A poor pedestrian experience with limited weather-protected areas.</p>	<p>⊙ Create a pedestrian friendly precinct by providing high-quality weather-protected areas.</p>
<p>⊗ A lack of clear precinct wayfinding and signage.</p>	<p>⊙ Provide a high-quality train experience that supports both locals and visitors and enhances the overall precinct experience.</p>

– Lack of street trees and streets dominated by cars

– Poor wayfinding from Camp Street to Federation University

– Pedestrian friendly precinct | Monash University Clayton Campus



## 1.11\_EXISTING BUILT FORM

### Zones

Within the Creative Precinct, the majority of the land is zoned Commercial Zone 1 (C1Z), reflecting the vibrant mix of commercial, retail, office, business, entertainment and community uses within the city centre. To the north, the Ballarat Railway Station Precinct Redevelopment is zoned Special Use Zone 16 (SUZ16), which allows for development of land for transport purposes.

To the western edge of the Creative Precinct the land zoning is more diverse, with land zones Public Use Zone 2 (PUZ2), Residential Growth Zone (RGZ) and Mixed Use Zone (MUZ) along Mair Street. The underlying purpose of zones RGZ and MUZ are to facilitate housing at increased densities, up to four stories for the RGZ and higher for MUZ.

To the southern end of the Creative Precinct the majority of land is zoned Public Use Zone (PUZ2) and a portion of land to the north-east is zoned Special Use Zone (SUZ5), of which the Ballarat Uniting Church is located.

### Overlays

Heritage is the primary overlay within the Creative Precinct, with numerous buildings listed in the local Heritage Overlay, as well as the Victorian Heritage Register (VHR). Those on the VHR include the Ballarat Train Station, The Provincial Hotel, the Art Gallery of Ballarat, Hughye House, Ballarat Trades Hall, The Old Post Office, Ballarat Town Hall, Craig's Royal Hotel and Her Majesty's Theatre. Additionally, the Lydiard Street Heritage Precinct overlay (HO171) covers the majority of the Creative Precinct, reflecting the historical importance of the urban fabric and landmark buildings within the city centre.

### Ownership

Several key sites are owned or managed by government and institutions, such as Federation University, the Art Gallery of Ballarat, Ballarat City Council and the state government. There is great potential for collaboration, sharing and partnerships between these institutions to deliver an improved precinct. The remainder of the precinct in private ownership, requiring a variety of regulations and incentives to work towards an improved Ballarat CBD.

### Building use

The Creative Precinct hosts a diverse range of destinations that draw the community and visitors to the city. These include creative destinations, such as art galleries and theatres, tertiary education facilities, community facilities, collaborative facilities and retail amenity.

The Creative Precinct also hosts several vacant or underutilised spaces that currently have no planned use or redevelopment, or that are in the process of transformation.

### City skyline

The Creative Precinct has a collection of rooflines, landmark buildings, views and vistas that contribute to the shapes and features of Ballarat's distinctive skyline, which is an important part of Ballarat's identity. There are a range of building heights within the Creative Precinct that form distinct articulations and visual connections in its rooflines. Along Lydiard and Sturt Streets, several important landmark buildings mark major intersections, such as towers at the Ballarat Train Station, Provincial Hotel, Post Office Gallery, Town Hall and Craig's Royal Hotel.

Future built projects within the core Ballarat CBD must complement existing roofline articulation and opportunities for both inward and outward connective views of the city skyline.

Figure 1.4 Zones, overlays and ownership

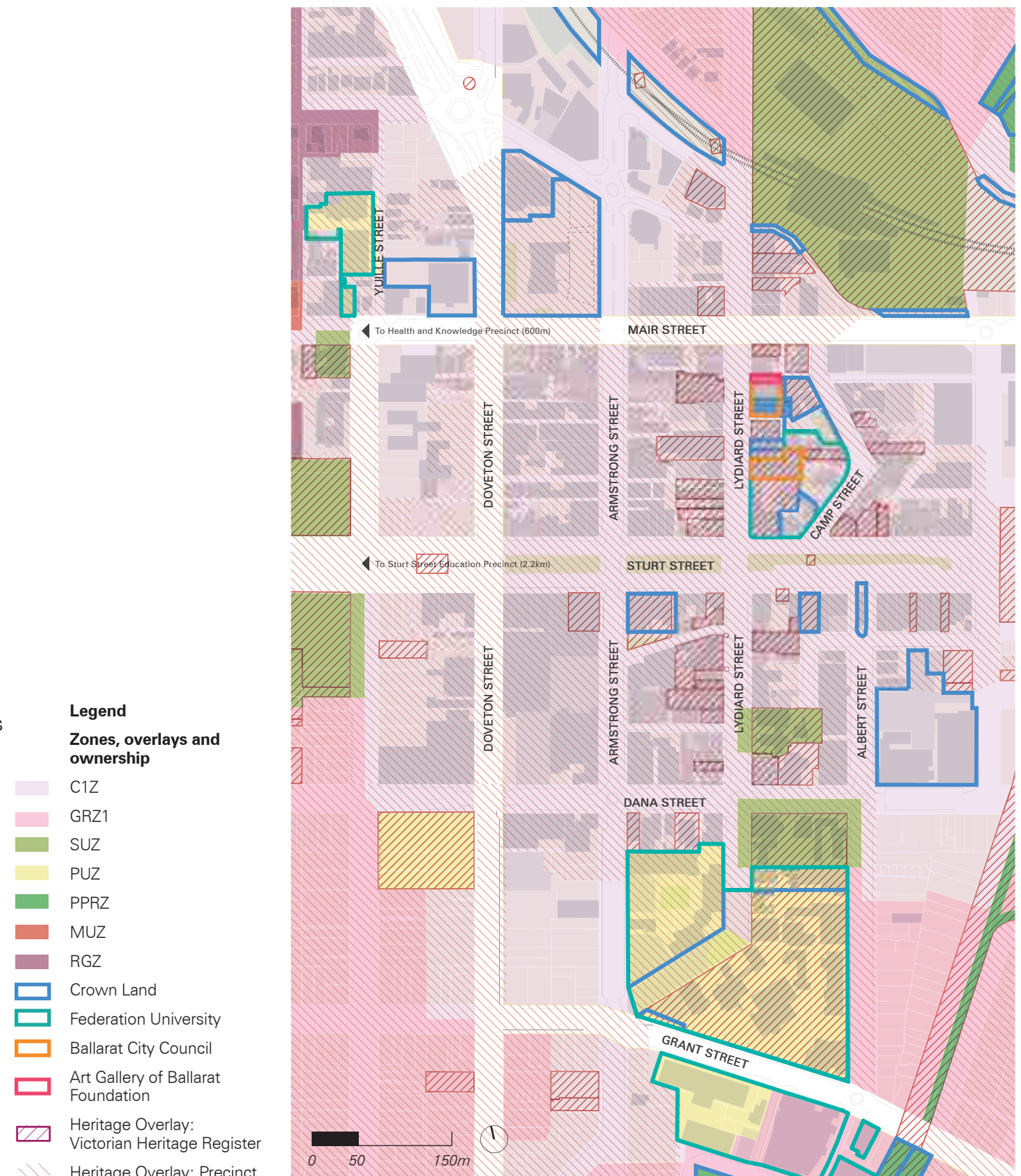


Figure 1.5 Building use

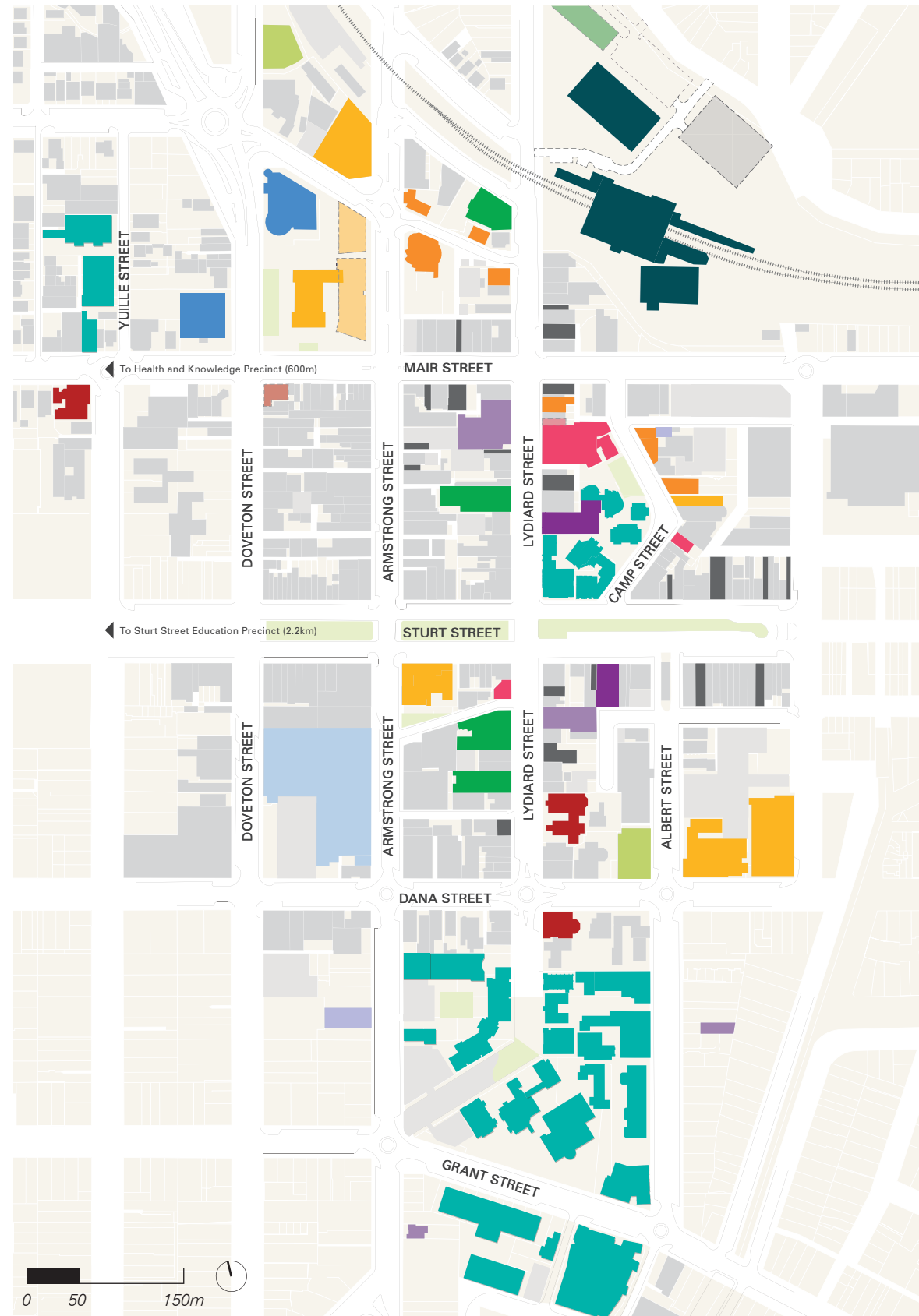
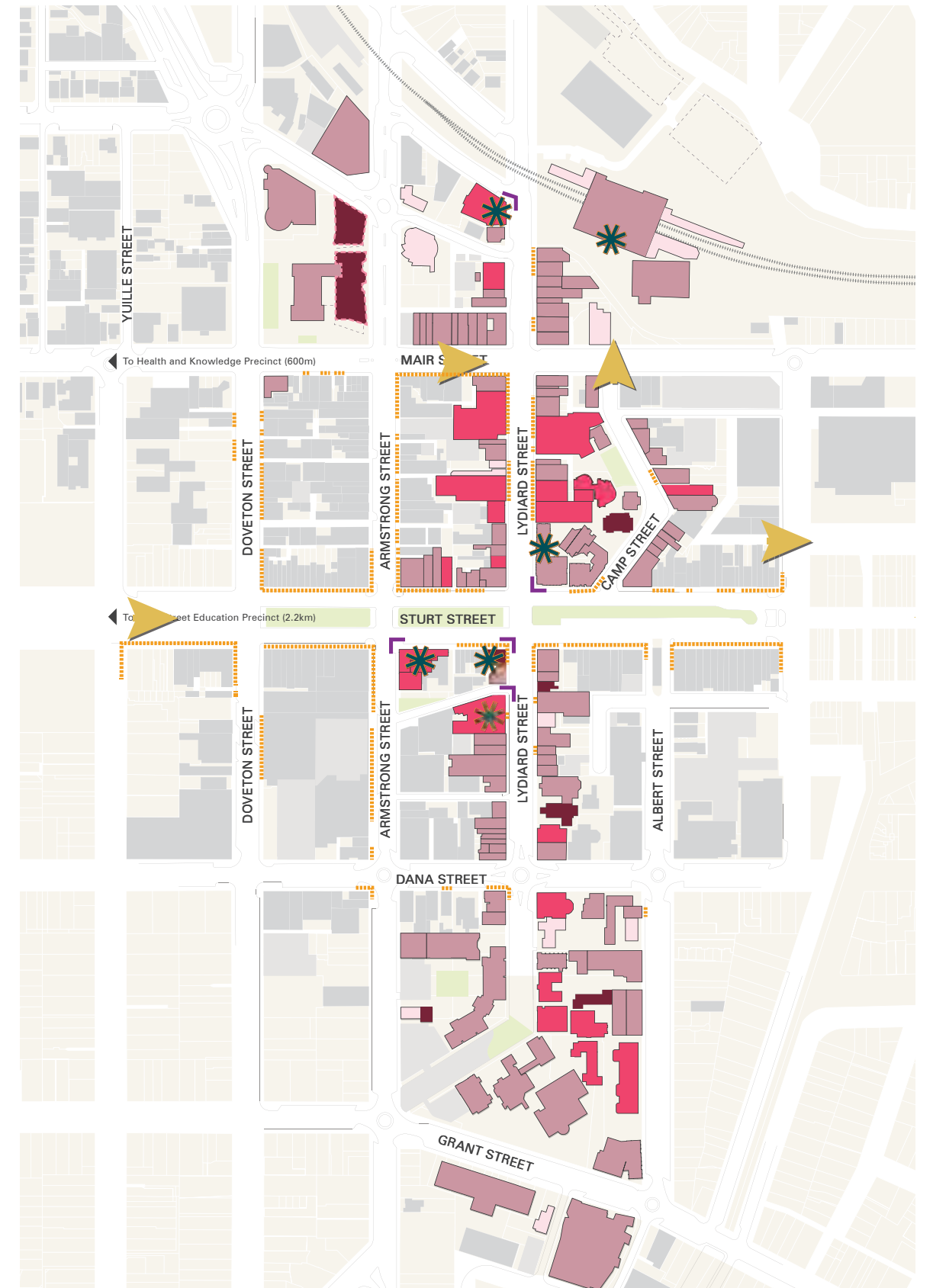


Figure 1.6 City skyline



**Legend**

**Building use**

- Art gallery
- Federation University
- Theatre + performance
- Civic destination
- Community destination
- Religious building
- Hotel
- Live music venue
- Retail destination
- Vacant building (for lease or sale)
- Ballarat train station

**City skyline**

- 0 - 5 meters
- 5 - 10 meters
- 10 - 15 meters
- 15 + meters
- Landmark spires/towers
- Significant corners
- Existing canopy over footpath
- Important long distance views

## 1.12\_EXISTING PUBLIC REALM

### Existing public realm character

#### Sharing the road

Streets and public realm spaces within central Ballarat are dominated by cars, with the vast majority of available space dedicated to road carriageways, on street parking spaces and traffic medians. There are few obvious cues to make pedestrians and cyclists feel welcome, however space does exist to accommodate a greater range of users through the redistribution and sharing of space between users.

#### Comfort for people

Connections between key destinations are difficult or lack legibility and the interface with the station remains difficult. Improvements to the primary street grid, supported by a network of upgraded laneways and cycle routes would enhance connectivity.

#### Cycle and pedestrian connections

Connections between key destinations lack legibility and the interface with the station remains difficult. Improvements to the primary street grid such as clear wayfinding, supported by a network of upgraded laneways and cycle routes would enhance connectivity.

#### Public realm quality

The treatment of streets and spaces varies in quality across the city centre, is cluttered with signage and other street infrastructure and generally falls short of the benchmarks set by outstanding heritage buildings. There are great opportunities to introduce consistency of treatment and reflect the quality of the architecture in the public realm through appropriate design and material selection.

#### Identity and interest

Generously proportioned streets and footpath spaces characterise the central city. A lack of intensity of activity in the public realm gives the impression that space is underutilised and lacks vibrancy. However, there is a high level of community interest in better utilising the public realm to reflect the stories of Ballarat and reinforce its place identity.

### Access and Movement

Ballarat's city centre benefits from its proximity to public transport amenities that connect to other important regional and metropolitan destinations. Located to the north of the Creative Precinct, the Ballarat Line is the second busiest regional rail line in Victoria, with trains running from Ballarat to Melbourne every hour.

The bus network in Ballarat's city centre connects a wide geographical catchment. Bus services connect the city centre to several important education facilities. Routes 21 and 22 run every 15 minutes connecting Federation University Mt Helen Campus and Technology Park to Ballarat Station in approximately 30 minutes. Route 11 runs approximately every 30 minutes connecting Lake Wendouree to Ballarat Station in approximately 11 minutes. Routes 15 runs every 13 minutes connecting Eureka Stockade to Ballarat Station in approximately 15 minutes.

Vehicular transport is the most frequently used mode of transport in Ballarat given the vast number of car parking available, both on and off street. Along streets with high pedestrian activity, such as Lydiard and Armstrong Streets, a 40km/h zone reduces the speed of vehicles.

Within the Ballarat CBD, cycle connectivity is limited to on-road cycling. Along Sturt Street on-street cycle lanes connect the city centre to Lake Wendouree and several secondary education facilities to the west.



– Existing public realm character adjacent to the Town Hall | Armstrong Street



– Some existing activated breakout space | Armstrong Street



– Low-quality outdoor space outside Her Majesty's Theatre | Lydiard Street

Figure 1.7 Public realm

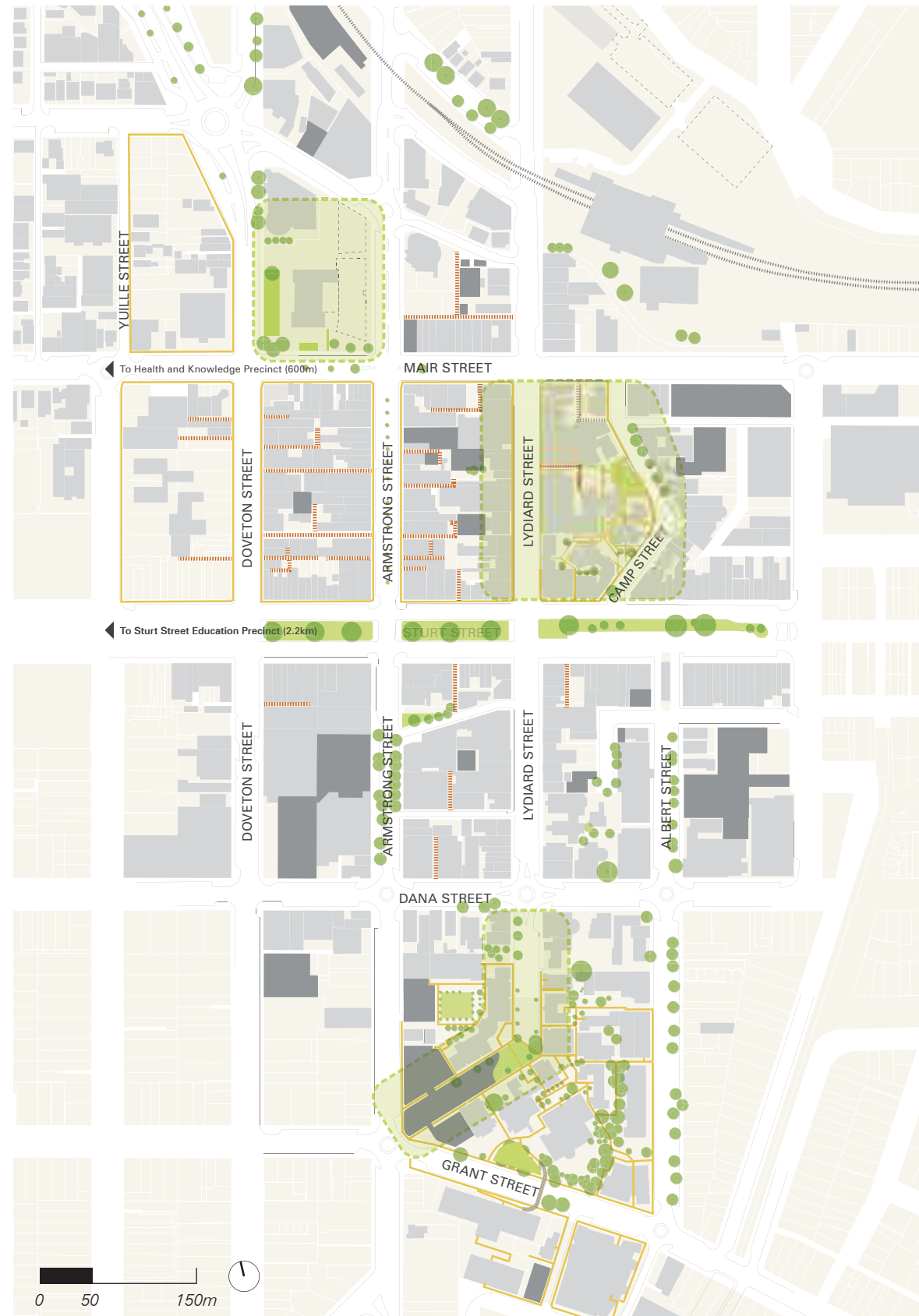
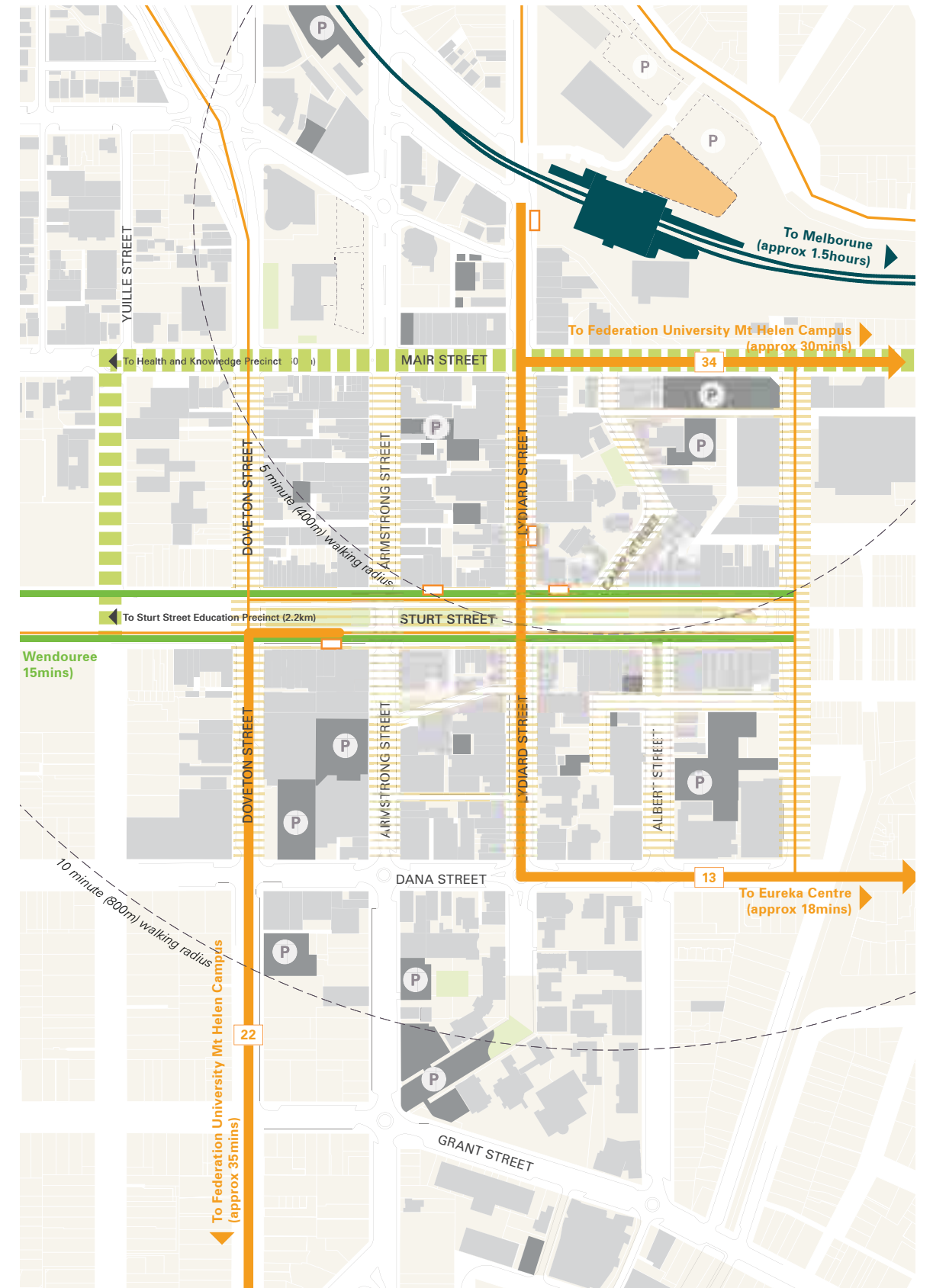


Figure 1.8 Access and movement





– Pedestrian friendly streets and spaces | New Road | England | Landscape Projects with Gehl Architects



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# Vision and Actions



## 2.1\_VISION CREATIVE CITY STRATEGY

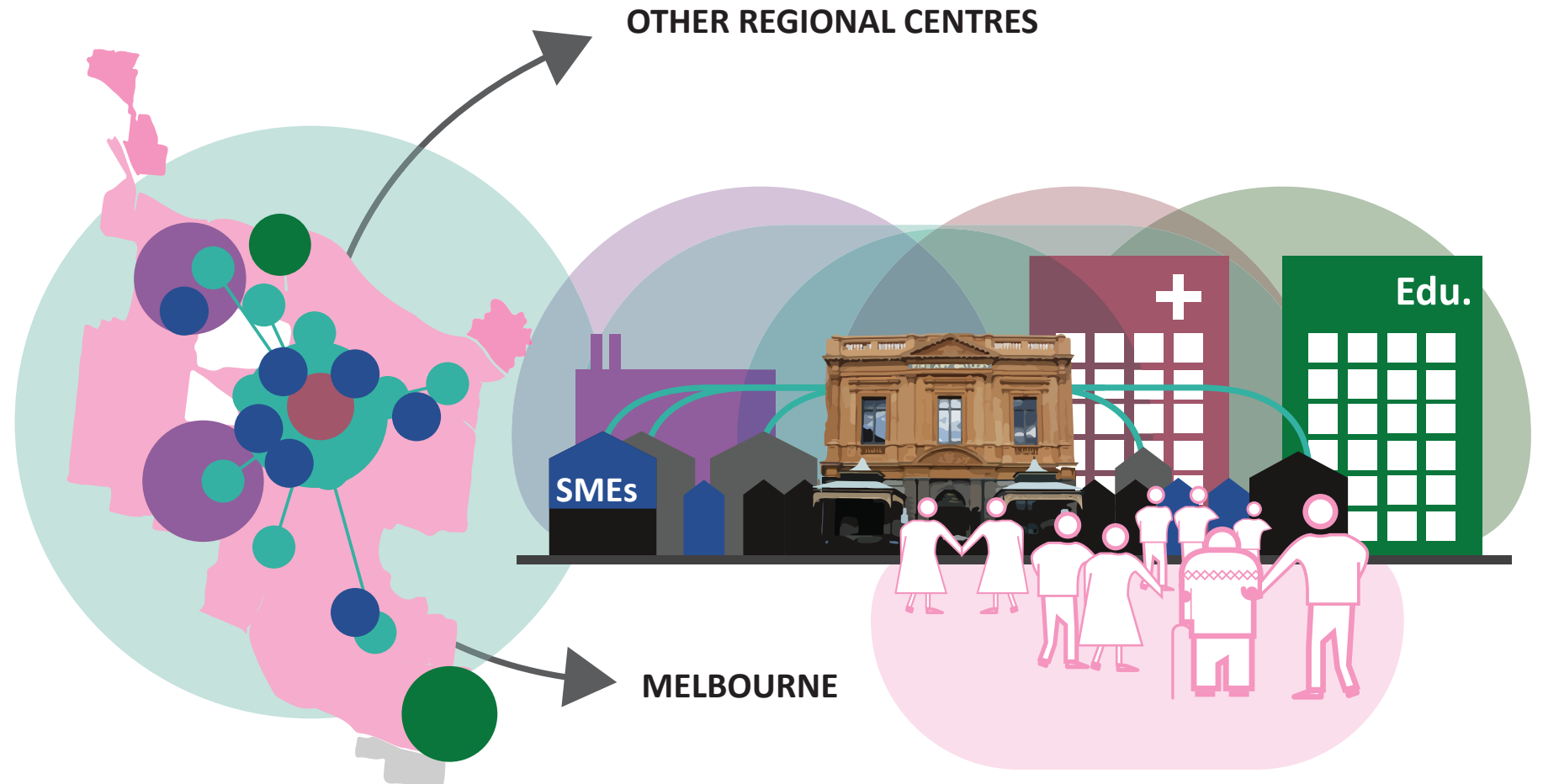
### **Ballarat is an iconic city which inspires creativity, demands discovery and rewards the inquisitive.**

To achieve this vision, our mission is to develop Ballarat as an economy and a community powered by STEAM (Science, Technology, Engineering, Arts and Maths).

STEAM is centred around harnessing the unique set of creative thinking skills associated with arts, design and the humanities, to respond to the challenges posed by a world driven by technology.

Ballarat's Creative Precinct will support a STEAM powered community which seeks to:

1. Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.
2. Extend the reach of arts and culture, creative initiatives and design thinking across all aspects of the wider Ballarat community.
3. Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.
4. Facilitate connections and brokers linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.
5. Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the wellbeing and cohesion of the Ballarat community.



– Creative City Strategy Vision | SGS Economics and Planning



– White Night Ballarat



– Passeig De St Joan Boulevard | Barcelona | Lola-Domènech

**Ballarat's Creative Precinct becomes a welcoming place for people to place to live, create, study and visit. Varied and adaptable streets and public spaces will support a broad program of activities, showcasing the city's assets and expressing the creative energy of its community.**

## 2.2\_CREATIVE PRECINCT ACTIONS INTRODUCTION

The Precinct Actions outlined in this document provide a precinct-wide approach to support visitors, residents, community and creativity.



### 1 A master plan implemented and owned by everyone

#### Strategies:

- Continue to refine implementation and staging outline in the Precinct Master Plan
- Commit to ongoing consultation with the community, government and institutions
- Create a participatory governance structure for effective implementation of the Precinct Master Plan
- Encourage institutions to share facilities and collaborate

Image from left:  
– Harmony Festival | Ballarat  
– Framework co-working space | Carlton



### 2 A place to live, create, study and visit

#### Strategies:

- Invite residents, artists and creative workers to the Creative Precinct
- Support lifelong learning in the Creative Precinct
- Create a place where artists and creatives can prosper
- Make the Creative Precinct a great place to visit

To achieve each Precinct Action, the following have been identified to guide implementation.

#### **Vision:**

Outlines the future vision of the Creative Precinct.

#### **Strategies:**

Provides a list of strategies, that could, over time, combine to realise the vision.

#### **Quick Wins:**

Provides a list of short-term and/or temporary intervention to activate the Precinct.



**3 A place that showcases and celebrates Ballarat's assets, stories and people**

**Strategies:**

- Align the role of institutions with the Creative City Strategy and improve their visibility
- Celebrate, conserve and reinstate heritage of the built form and public realm
- Develop a marketing campaign and wayfinding strategy for the Creative Precinct
- Showcase a diversity of Ballarat's stories through the public realm, public art and programming



**4 A place that supports playfulness, flexibility, experimentation and vitality**

**Strategies:**

- Designate places for experimentation
- Create events and spaces that enable exchange of ideas
- Strategically use interventions from festivals to incrementally upgrade the public realm
- Create a system for temporary activations and installations



**5 A place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons**

**Strategies:**

- Prioritise people in public spaces
- Create safe and attractive spaces
- Improve comfort and celebrate the seasons
- Strengthen connections and improve legibility
- Provide activated outdoor spaces that attract people to the Precinct

Image from left:  
 – Image: Ballarat International Foto Biennale  
 – Kensington Street | Sydney  
 – New Road | England | Landscape Projects with Gehl Architects

## 2.2.1 ACTION 1 A MASTER PLAN IMPLEMENTED AND OWNED BY EVERYONE

In order for the Precinct Master Plan to be successful, it needs to be collectively owned by key stakeholders, such as the local community, large and small institutions and businesses, and all levels of government. Rather than operating in silos, these key stakeholders will develop a collective vision for the central city and work together to deliver it.

### Quick wins:

- Refine vision and goals for the Creative Precinct.
- Council to set up regular meetings between institutions and events organisers to encourage collaboration.

### Strategies:

#### Continue to refine implementation and staging outline in the Precinct Master Plan

- Build on the work undertaken as part of the Creative City Strategy and Precinct Master Plan to develop a strong narrative for the Creative Precinct.
- Underpin this narrative with incremental goals to ensure progress is made towards the vision.
- Commit to ongoing consultation with the community, government and institutions**
- Continue to consult with the community, government, key institutions and businesses about the future of the Creative Precinct, ensuring that it has widespread currency and support.
- Create a digital platform that tracks progress of the Precinct Master Plan and allows engagement with the process.

#### Create a participatory governance structure for effective implementation of the Precinct Master Plan

- Create a taskforce of key stakeholders that meets quarterly to track progress, assign roles and responsibilities, and enable collaboration between institutions.
- This taskforce could include representatives from local and state government; educational institutions such as Federation University; key landowners and businesses; key creative and cultural institutions; and residents and community groups.
- Create a governance structure that clearly maps a decision making process for managing change.
- Introduce a Design Review Panel for major building and public realm projects within the Creative Precinct.

#### Encourage institutions to share facilities and collaborate

- Create an online booking system to allow easy use of spaces across different institutions.
- Set up regular meetings between institutions and events organisers, to encourage collaboration.
- Support joint grant applications and briefings for major projects.



– Lydiard Street transformed during White Night | Ballarat



– Innovation at Ballarat Tech School | Image: Ballarat Tech School

**“The population of creative practitioners here is growing, and the quality is improving, and we have a world-class public gallery that includes local artists in its programming.”**

Quote from a community member via the City of Ballarat’s MySay website, 2018



– Day of the dead festival | Ballarat

Figure 2.1 A master plan implemented and owned by everyone



## 2.2.2 ACTION 2 A PLACE TO LIVE, CREATE, STUDY AND VISIT

Ballarat's creative community would like to see more spaces for collaboration visible to the public, with 92% of respondents to the MySay survey seeing collaboration and co-working spaces as very important in bolstering vibrancy within the Creative Precinct.

The Creative Precinct has the benefit of being easily accessible by train, has world-class heritage streetscapes, is home to major institutions such as the Art Gallery of Ballarat and Federation University, and will have 1000 state government employees located in the GovHub. It has great potential to build on its strengths and become a vibrant place to live, create, study and visit.

### Quick wins:

- Continue to convert vacant spaces into studios as part of Ballarat Evolve.
- Support bars, cafes and restaurants in the Creative Precinct by inviting more people to Ballarat.

### Strategies:

#### Invite residents, artists and creative workers to the Creative Precinct

- Continue to activate vacant shops and warehouses in the Creative Precinct for use as artist and creative studios as part of the Ballarat Evolve project.
- Increase the number of people living in the Creative Precinct by encouraging the adaptation of vacant upper floors for residential use. The City of Ballarat can guide landowners through this process by providing a planning, heritage and fire safety advice, rate holidays and other incentives.
- Ensure the Creative Precinct is an accessible and inclusive place for all, by increasing affordable housing opportunities close to places of employment, transport and services.
- Increase the number of people living in the Creative Precinct by encouraging the redevelopment of strategic sites for housing, to accommodate students, workers and creatives. Strategic landholdings, owned by Federation University and the state government in the vicinity of the station, GovHub and Health Precinct show potential for such redevelopment.
- Continue to grow the role of the Innovation Neighbourhood as a hub for creative industries incorporating the Technology Park, BILDS incubator space, Runway co-working space and Lab79 Fab Lab.

#### Support lifelong learning in the Creative Precinct

- Support Federation University's plans to bring additional students into the Creative Precinct, with the move of selected faculties, such as the Business School, into this area.

- Support lifelong learning through better integration and sharing of facilities between different educational institutions, such as Federation University, FedUni TAFE, secondary schools, the City of Ballarat's library service and the Art Gallery of Ballarat.
- Reimagine the role of the Ballarat Library into a digital learning hub, with stronger connections to those who work and live in the Ballarat CBD.
- Create technology enabled neighbourhoods to make the Creative Precinct a great place to create, work and study. Introduce a wide-bandwidth Wi-Fi network to key public spaces such as the areas near the Station, Civic Hall, Gov Hub and Library, Camp Street and Alfred Deakin Place, Town Hall and the Innovation Precinct.
- Build on outcomes outlined in the Digital Services Strategy to harness emerging technologies and enhance and support innovation.

#### Create a place where artists and creatives can prosper

- Provide pathways for artists to exhibit and perform through dedicated spaces across major institutions.
- Improve access to specialised facilities for those working in creative industries by promoting the sharing of facilities between universities and institutions.
- Establish hubs of business support, hosting workshops and support for artists and creatives.

#### Make the Creative Precinct a great place to visit

- Convert an existing building such as the former Law Courts or Post Office into an Arts Hotel, providing a boutique visitor experience.
- Provide a high-quality hospitality experience for residents, students, workers and visitors within the Creative Precinct.



– Affordable housing close to amenity | Kyme Place Rooming House | MGS Architects



– High-quality co-working spaces | WeWork Melbourne



– Henry Jones Arts Hotel | Hobart



Note: designating specific locations for sites of development is beyond the scope of this document and will require additional investigation.

Figure 2.2 A place to live, create, study and visit

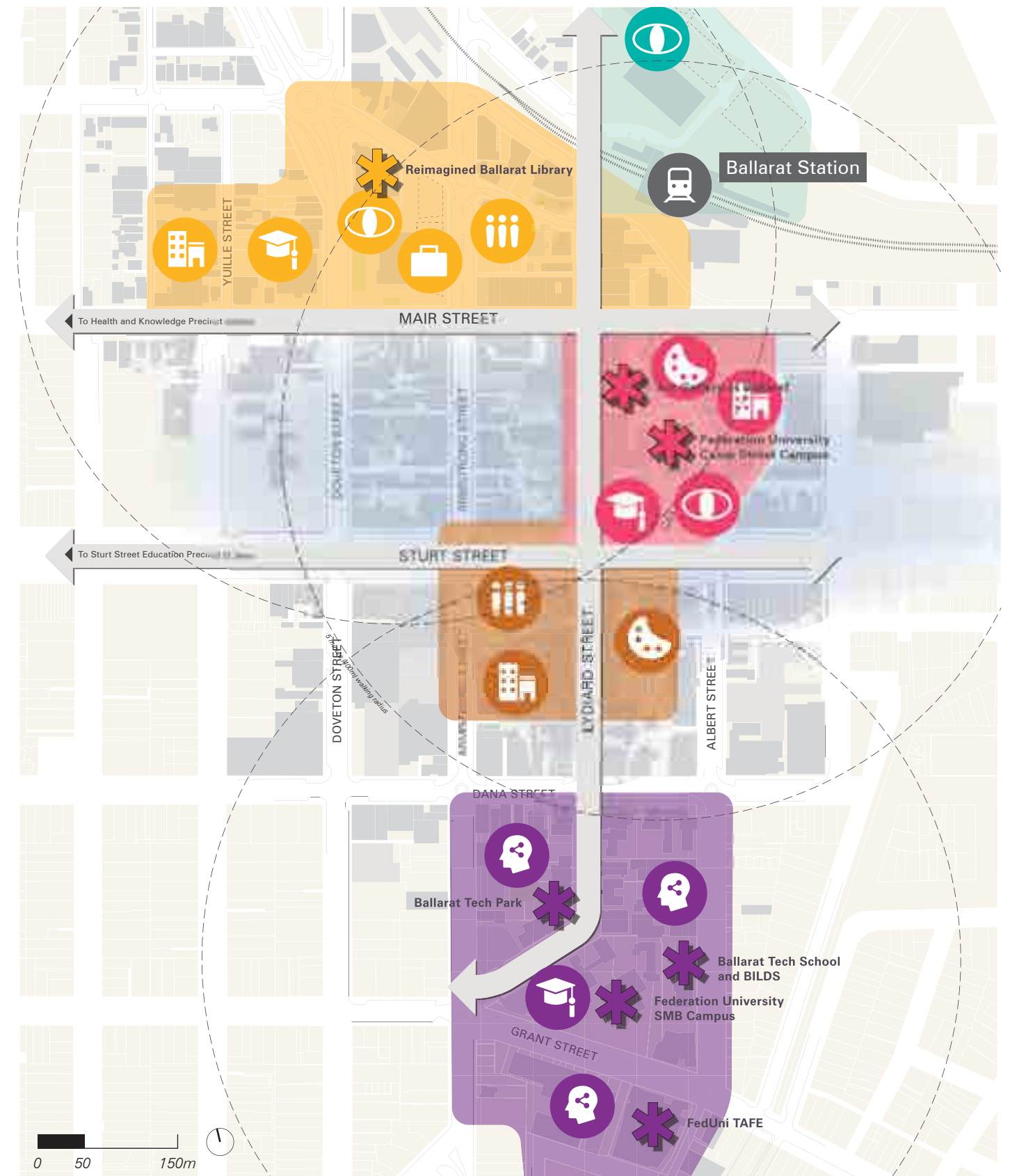


– The Grounds of Alexandria | Sydney

**“I love the fact that artists and creative professionals are increasingly moving here and working here... it has an energy about it, a feeling that anything is possible. And there is wonderful art here.”**

Quote from a community member via the City of Ballarat’s MySay website (2018)

- Legend**
- Civic Hall Neighbourhood
  - Camp Street Neighbourhood
  - Town Hall and Theatre Neighbourhood
  - Innovation Neighbourhood
  - Ballarat Station Precinct
  - Retail core
  - Live
  - Create
  - Study
  - Visit
  - Work
  - Innovate
  - Community
  - Better integrated and shared facilities
  - Key connections
  - 5 minute (400m) walking radius from neighbourhoods



## 2.2.3 ACTION 3 A PLACE THAT SHOWCASES AND CELEBRATES BALLARAT'S ASSETS, STORIES AND PEOPLE

Ballarat's built, cultural and environmental heritage is regarded as a point of difference for the city and a legacy that should be sustained over time. In developing the Precinct Master Plan, 88% of the MySay survey respondents believe the 'interpretation of Ballarat's stories and history' is important in renewing connections to its past and promoting the distinctiveness of the city.

Additionally, Ballarat's world-class institutions, rich heritage and diverse communities will be made visible and celebrated throughout the Creative Precinct.

### Quick wins:

- Secure funding for the redevelopment of the Art Gallery of Ballarat.
- Continue heritage grant scheme for storytelling.

### Strategies:

#### Align the role of institutions with the creative city strategy and improve their visibility

- Complete a feasibility study for potential works or expansion of the Art Gallery of Ballarat to align with realisation of the creative city vision.
- Better connect the Art Gallery of Ballarat, Mining Exchange, Alfred Deakin Place and Federation University's Camp Street campus in response to the Creative City Strategy, with a focus on opening up institutions to the public and the sharing of facilities and programming.
- Ensure that any new buildings or retrofits of existing buildings prioritise visibility and activation of the ground floor, especially when interfacing important pedestrian walks and places.

#### Celebrate, conserve and reinstate heritage of the built form and public realm

- Adopt the Heritage Urban Landscape (HUL)'s holistic and multi-dimensional approach to managing change in historic cities, enabling the celebration of the built form and public realm together with social and cultural practises and values.
- Reinstate heritage shopfronts, windows, doors and canopies - particularly in historic buildings such as the Art Gallery of Ballarat, Her Majesty's Theatre and the Post Office - in order to provide better transparency between indoor and outdoor activities and provide protection from sun and rain.
- Where suitable, introduce new contemporary entrances to heritage buildings from side and rear laneways, such as an entry to the Art Gallery of Ballarat from Police Lane.
- Support contemporary insertions in historic laneways and side and rear frontages of heritage buildings, following the principles of the Burra Charter.
- Reinstate the 19th century streetscape in sections of Lydiard Street by providing high-quality building to building paving.

- Along Camp Street, building to building paving will give rise to activated and engaging spaces. On both streets, vehicular access will be retained but this treatment will encourage cars to drive more slowly to prioritise pedestrians visiting key institutions.
- Protect the heritage streetscape within the CBD core by ensuring that all future built projects complement existing roofline articulation and provide opportunities for both inward and outward connective views of the city skyline.

#### Develop a marketing campaign and wayfinding strategy for the Creative Precinct

- Develop a marketing strategy and campaign for the Creative Precinct, building on its existing institutions and events.
- Develop an interactive app for visitors showing a walking route linking art and creative destinations, public art and Indigenous storytelling.
- Create a wayfinding strategy incorporating permanent and creative temporary signage and installations.
- Introduce a system of temporary signage in the form of banners, lighting and e-ink boards to provide a high-quality and flexible experience during events.

#### Showcase a diversity of stories through the public realm, public art and programming

- Continue the work of the City of Ballarat's heritage team in promoting a diversity of stories through their new grant scheme for projects that help tell Ballarat's stories.
- Pilot the City of Ballarat heritage team's Storytellers Network program in the Creative Precinct, to connect storytellers and provide tools for leveraging local stories for economic and social gain.
- Increase understanding and visibility of Ballarat's rich Aboriginal cultural heritage, through interventions such as a Yarning Circle close to the Civic Hall.
- Commission new significant public art in the precinct.



– Integration of lighting into outdoor paving | Torico Square | Spacin b720 Fermín Vázquez Arquitectos



– Danish National Gallery Extension | Copenhagen



– Public art to activate and transform outdoor spaces | Hop Temple Lane | Ballarat



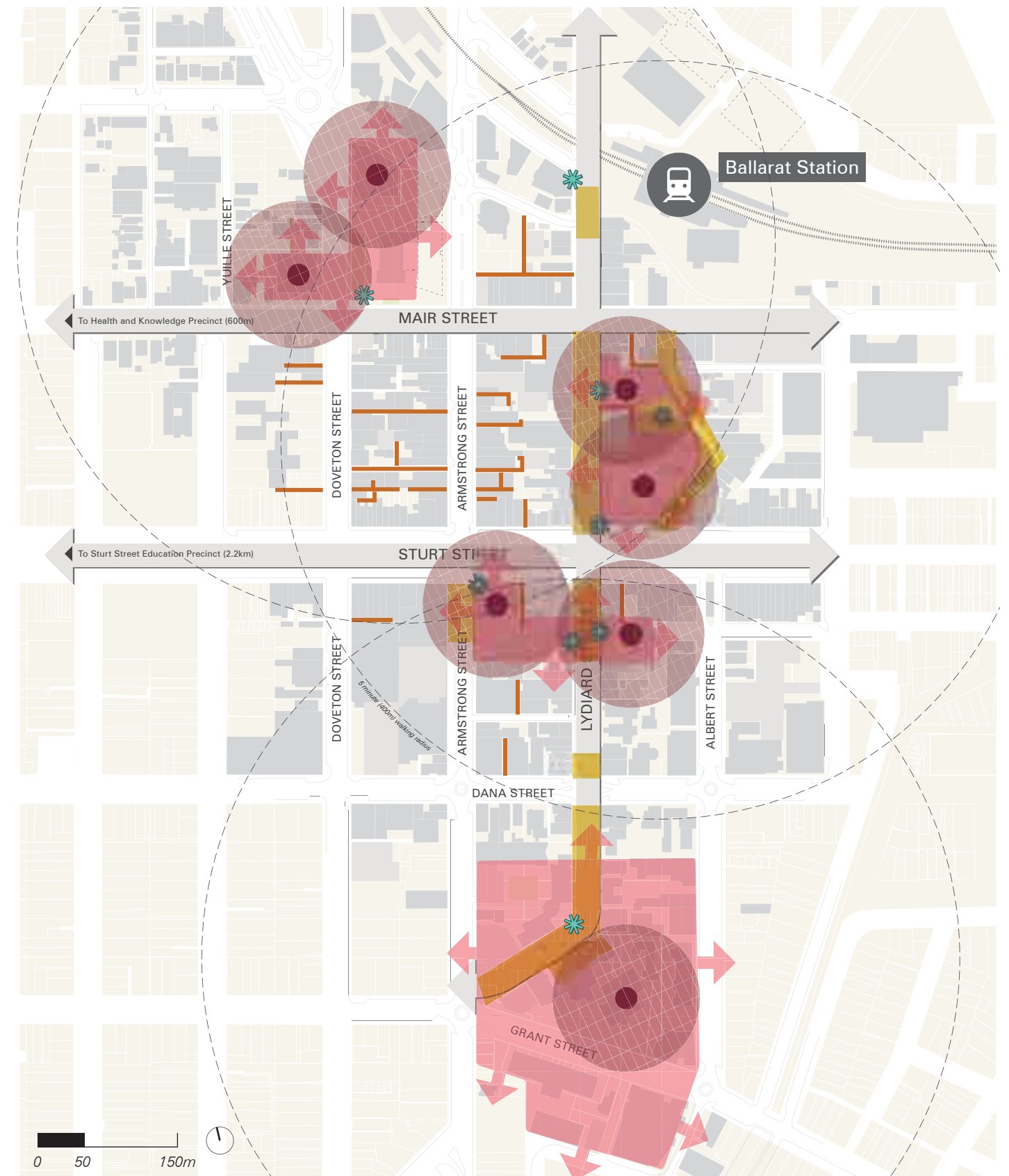
– Indigenous garden | Ngarara Place at RMIT | Melbourne

**“We moved to Ballarat because we could see the potential of the city as a creative hub. A very affordable base to start something new here. The amount of unused and under-used spaces in our city are just begging to be reinvented in a creative way...”**

Quote from a community member via the City of Ballarat’s MySay website, 2018

- Legend**
- Better connected areas through aligned institutions and wayfinding
  - Visible institutions
  - Contemporary public art and programming in laneways
  - High-quality building to building pavement areas
  - Storytelling in prominent public spaces
  - Key connections
  - 5 minute (400m) walking radius from neighbourhoods

Figure 2.3 A place that showcases and celebrates Ballarat’s assets, stories and people



## 2.2.4 ACTION 4 A PLACE THAT SUPPORTS PLAYFULNESS, FLEXIBILITY, EXPERIMENTATION AND VITALITY

Having places for 'people to express themselves', through activities such as busking or exhibiting, is a key part of a successful and inclusive creative precinct, with 96% of respondents to the MySay survey supporting this as an important inclusion future of Ballarat's Creative Precinct. The Creative Precinct will enable playfulness and experimentation, in order to bring vibrancy to the precinct.

### Strategies:

#### Designate places for experimentation

- Designate small areas of the Creative Precinct as experimentation zones, allowing any activity to take place 'as long as it is legal'. Activities such as busking, painting a mural or instigating a flash mob would no longer require a permit, enabling spontaneity and creativity.
- Allow for experimentation zones to have a temporal component – for example experimentation could take place during an event or on the weekend.
- Introduce incentive program to recognise and reward innovation and creative expression in designated areas.

#### Create events and spaces that enable exchange of ideas

- Create regular meet up groups, workshops and events for artists and creatives to encourage socialising, networking and exchange of ideas.
- Encourage greater sharing and collaboration between institutions for event and performance spaces, to ensure their use and promotion.

#### Strategically use interventions from festivals to incrementally upgrade the public realm

- Coordinate with organisers of major events such as Biennale of Australian Art (BOAA), Ballarat International Foto Biennale (BIFB) and White Night to strategically use interventions such as lighting, pedestrian bridges and public art, to incrementally upgrade the public realm.

#### Create a system for temporary activations and installations

- Rather than temporary activations and installations happening in an ad hoc manner, create a 'kit of parts' system or guidelines to ensure their quality and consistency. Elements both temporary and permanent, such as signage, bollards, lighting, street furniture and planter boxes, could be designed together, giving a high-quality experience.
- Introduce a system of hooks in strategic locations to enable temporary signage such as banners, and temporary public art to be installed. This would enable the changing of installations over time, and support their temporary removal if filming of heritage buildings needed to take place.



– Playful public street art | Hop Temple Lady | Ballarat



– Transforming places for people | Harvard University

### Quick wins:

- Designate experimentation zones within the Creative Precinct.
- Introduce a system of hooks in strategic locations to enable temporary signage and public art to be installed.



– Celebrating traditional ceremonies and culture of the Kulin nations | Tanderrum 2014 at Federation Square | Melbourne

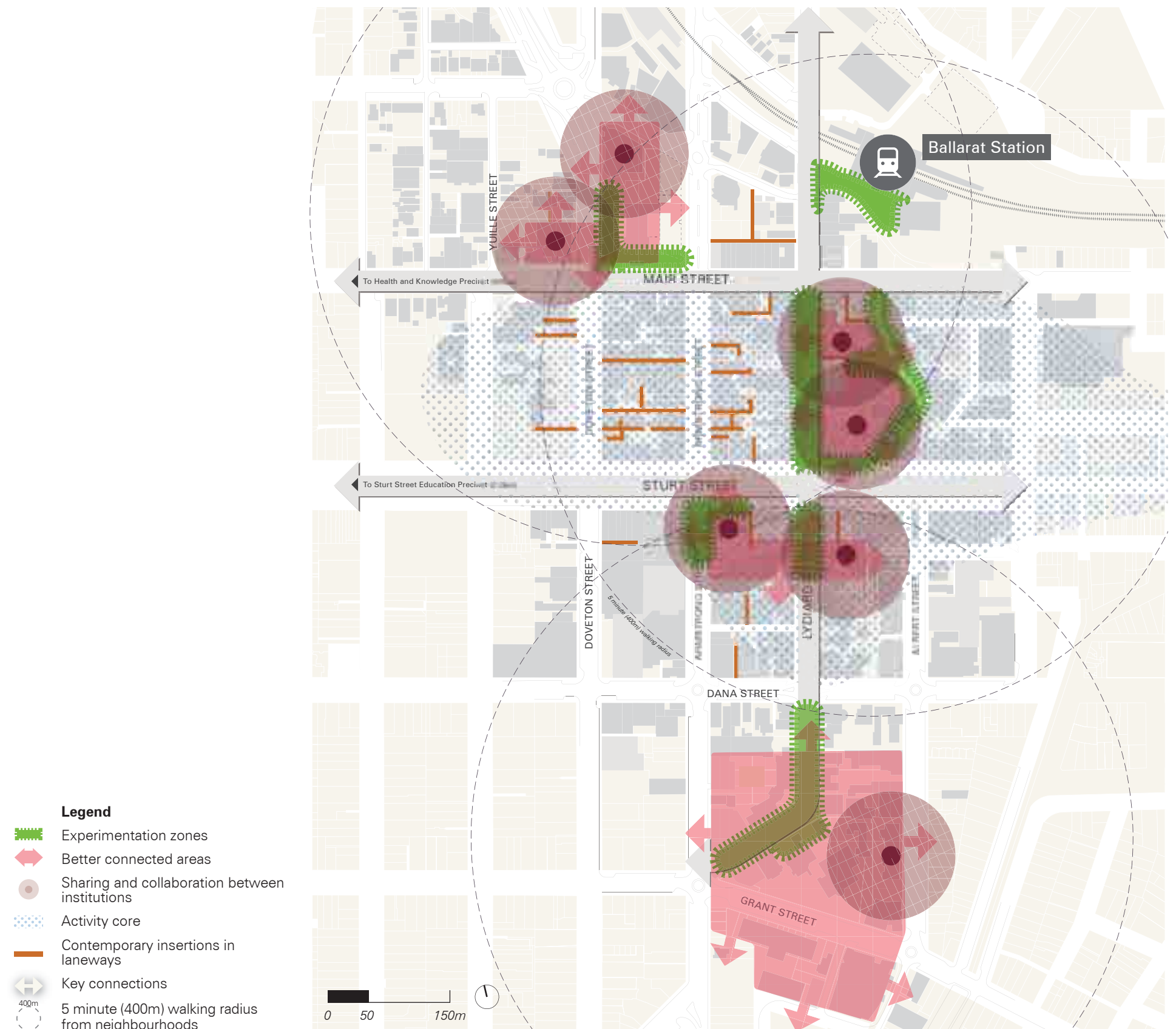


– Temporary and playful transformation of existing city fabric | Mierigi! | Latvia | Evelina Ozola with Tom Kokins

**“We are new to Ballarat and are delighted with how much there is to do here! There are so many creative events that we have to pick and choose what to do on any given weekend!”**

Quote from a community member via the City of Ballarat’s MySay website, 2018

Figure 2.4 A place that permits playfulness, flexibility, experimentation and vitality



## 2.2.5 ACTION 5 A PLACE OF PEOPLE-FRIENDLY STREETS AND COMFORTABLE SPACES

In developing a successful Precinct Master Plan, promoting 'ease of access' and 'a general sense of safety' have been key considerations, an approach supported by 95 per cent of respondents to the MySay survey. Additionally, 93 per cent of respondents to the MySay survey voiced that 'green spaces and parklands' and 'public art' were important elements for the future success of Ballarat's Creative Precinct. The Creative Precinct's high-quality public realm will welcome and engage people and contribute to the enduring success of Ballarat as a place of people-friendly streets and comfortable spaces that celebrate the authentic experience of Ballarat's seasons.

### Quick wins:

- Introduce a car parking strategy that encourages shared precinct parking to free up space for people.
- Introduce vegetation opportunistically as part of a Greening Strategy to reduce heat island effect starting at Lydiard Street.

### Strategies:

#### Prioritise people in public spaces

- Increase pedestrian space by reconfiguring street cross sections. Minimise dimension of road carriageways and rationalise on-street parking to reduce the dominance of cars in streets.
- Share space better between cars, pedestrians and cyclists. Avoid space dedicated to the exclusive use of vehicles. Prioritise shared spaces and design for flexibility of use such as temporary events.

#### Create safe and attractive spaces

- Improve safety for people in the public realm. Design for passive surveillance; provide appropriate lighting and generally increase activation of the public realm.
- Improve quality and perceived value of public realm. Invest in good design and consistent, high-quality materials.

#### Improve comfort and celebrate the seasons

- Design and programme the public realm to support year round activity.
- Increase weather-protection between key destinations to encourage walking in all weather.
- Use trees and canopies to create spaces that are sunny in winter and shaded in summer
- Provide ample seating for all ages and abilities and site these appropriately. Provide drinking fountains and other street furniture to encourage people to linger.
- Implement a greening strategy to create urban cooling.
- Establish clear targets for percentage cover of canopy trees and area of vegetated surface.
- Incorporate water sensitive urban design (WSUD) principles in landscaped spaces where appropriate.

#### Strengthen connections and improve legibility

- Develop a clear signage and wayfinding to improve pedestrian connections between important destination.
- Provide a high-quality train station experience that enhances its role as a precinct arrival space and improves connections for pedestrians.
- Develop clear and safe cycle paths linking key destinations within the Precinct and provide good bike parking facilities.
- Enhance legibility of the public realm through a cohesive material palette, using variations to highlight key locations and important thresholds.
- Improve crossing points to allow for people to walk safely along the length of Sturt Street gardens.

#### Provide activated outdoor spaces that attract people to the Precinct

- Provide a network of spaces of different scales and types, to support various programmes.
- Integrate laneways into the public realm.
- Ensure freely accessible Wi-Fi network within the Precinct.
- Provide flexible spaces to support a changing event program.
- Showcase rich Indigenous and post-colonial heritage .
- Integrate public art into the public realm.



– Comfortable and shaded places to relax | New York



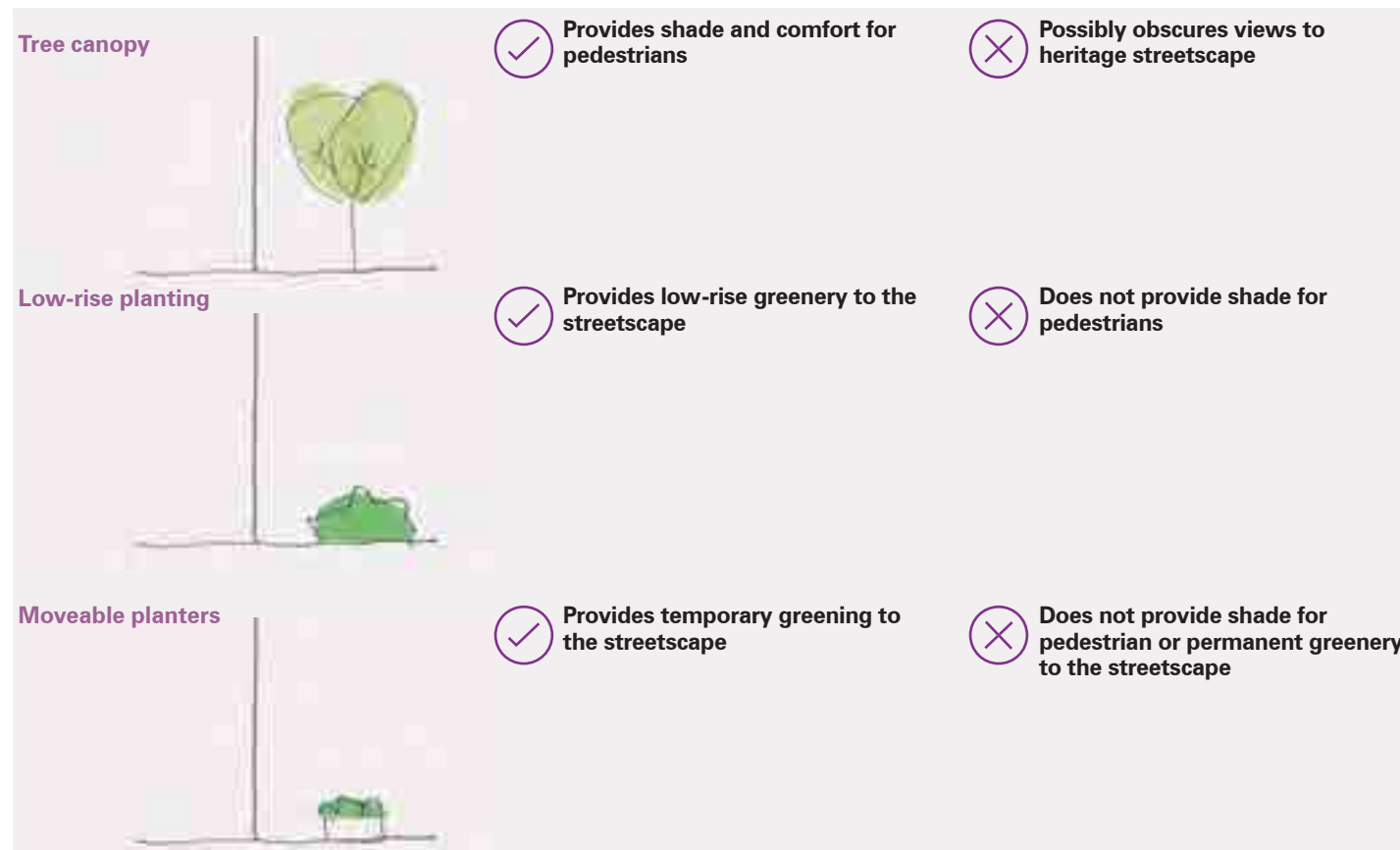
– Integrate art and stories | Biennale of Australian Art | Artist: Marlene Gilson



– High-quality paving and public spaces | Place de la Paix | France | Mutabilis Landscape Architecture

Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.

Figure 2.5 A place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons



– Greening Lydiard Street options

Note: all three greening options could be used in different parts of Lydiard Street based in the street's characteristics.



**“Humanise the streets – make them comfortable to walk, sit, eat outdoors. Create communal spaces both outdoor and indoor that feel comfortable and welcoming. Value comfort and vibrancy over high-tech and cool/architecturally designed.”**

Quote from a community member via the City of Ballarat's MySay website, 2018



– Corner of Lydiard and Sturt Streets facing south-west



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# Implementation

3

## 3.1 TYPES OF PROJECTS AND PARTNERS

In order for the Precinct Master Plan to be successful, it will require coordinated, collaborative and strategic actions from a broad range of stakeholders. Partnership projects and sharing of facilities will be required. Interventions will relate to the physical, with upgrades to extend the public realm and built form, but also extend to enabling policies, events and programs. These projects have been largely informed by the extensive consultation and stakeholder engagement throughout the project.

The Creative Precinct is divided into four neighbourhoods, each with their own character. Each neighbourhood consists of the following:

- A brief introduction to both the existing conditions and future vision, followed by a description of planned and potential future projects;
- An illustrative map highlighting where these particular projects will be located; and
- Illustrative sections that focuses on the landscape and streetscape character of important pedestrian areas within the neighbourhoods.



**Public realm and public art**

**Potential Partners:**

- City of Ballarat
- Regional Development Victoria
- Local artists
- Businesses



**Reactivation of institutions**

**Potential Partners:**

- State government and agencies
- Federation University
- Art Gallery of Ballarat
- City of Ballarat



**Enabling policies**

**Potential Partners:**

- State government and agencies
- City of Ballarat



**Enabling events and programs**

**Potential Partners:**

- State government and agencies
- Federation University
- Art Gallery of Ballarat
- Visit Ballarat
- City of Ballarat

- Image from left:
- Pedestrian friendly Slovenska Street | dekleva gregoric architects
- Activating existing institutions | Art Gallery of Ballarat
- Policy to enable change Postcode 3000
- Social events to generate ideas | New Architects Melbourne

**Neighbourhood Key**

**1 Civic Hall Neighbourhood**

- Civic Hall
- Future GovHub
- Former State Government Offices
- Ballarat Library
- Station entrance
- Federation University landholdings

**2 Camp Street Neighbourhood**

- The Art Gallery of Ballarat
- The Mining Exchange
- Federation University Camp Street Campus
- Regent Cinemas
- The George Hotel
- Lost Ones Gallery
- Ballarat Trades Hall

**3 Town Hall and Theatre Neighbourhood**

- Ballarat Town Hall
- Her Majesty's Theatre
- Craig's Royal Hotel
- National Centre of Photography

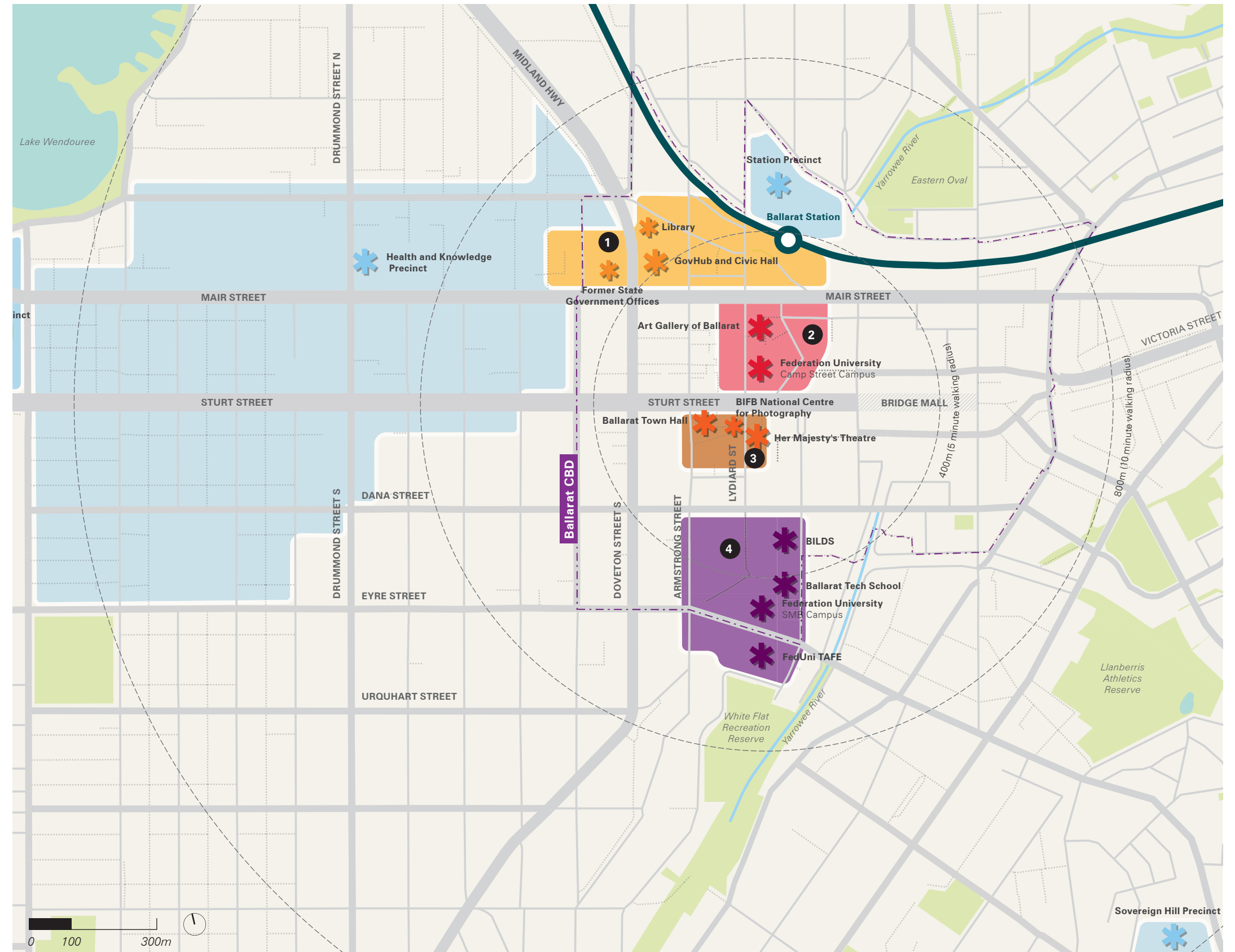
**4 Innovation Neighbourhood**

- Federation University SMB Campus
- Ballarat Tech School
- Ballarat Technology Park Central
- FedUni TAFE
- Ballarat Innovation Lab and Digital Space (BILDS)

**Legend**

- Civic Hall Neighbourhood
- Camp Street Neighbourhood
- Town Hall and Theatre Neighbourhood
- Innovation Neighbourhood
- Other important neighbourhoods

Figure 2.1 Creative Precinct Neighbourhoods



## 3.2 STAGING

Action 1: A precinct master plan implemented and owned by everyone	Short term (to 2019)	Medium term (to 2022)	Long term (to 2030+)
Develop a collective vision for the Creative Precinct	Refine vision and goals for the Creative Precinct (Creative Precinct Taskforce).		
Commit to ongoing consultation with the community, government and institutions	Create a website for the Precinct Master Plan (Creative Precinct Taskforce).	Continue consultation with key stakeholders (Creative Precinct Taskforce).	
Create a governance structure for effective implementation of the Precinct Master Plan	Establish a Creative Precinct Taskforce (City of Ballarat, Federation University, RDV, Creative Victoria and others); Create a governance structure for decision making (Creative Precinct Taskforce).	Introduce a Design Review Panel for major building and public realm projects (City of Ballarat, RDV).	
Encourage institutions to share facilities and collaborate	Set up regular meetings between institutions and events organisers to encourage collaboration (City of Ballarat, Federation University, Art Gallery of Ballarat, Ballarat International Foto Biennale, BOAA etc.).	Create an online booking system to allow easy use of spaces across different institutions (City of Ballarat, Federation University); Support joint grant applications and briefing for major projects (Creative Precinct Taskforce).	
Action 2: A place to live, create, study and visit	Short term (to 2019)	Medium term (to 2022)	Long term (to 2030+)
Bring residents, artists and creative workers to the Creative Precinct	Continue to convert vacant spaces to studios as part of Ballarat Evolve (Ballarat Evolve); Develop a guide and incentives to encourage vacant shoptop spaces to be converted to residential (City of Ballarat).	Grow the role of the Innovation Neighbourhood as a hub for creative industries (Federation University)	Investigate the opportunities to incorporate affordable housing for students, key works and creatives within the Precinct (Federation University, RDV); Investigate implementing a Floor Area Uplift Scheme in the Creative Precinct (City of Ballarat).
Support lifelong learning in the Creative Precinct	Encourage sharing of learning environments in the Camp Street Neighbourhood (Art Gallery of Ballarat, Federation University).	Bring the Business School into the Creative Precinct (Federation University); Introduce wide broadband Wi-Fi networks in key public spaces (City of Ballarat, Federation University, RDV).	Reimagine the role of the library as a city library for those who work and live in the Ballarat CBD (City of Ballarat).
Create a place where artists and creatives can prosper	Provide pathways for artists to exhibit and perform through dedicated spaces major institutions (City of Ballarat, Federation University); Improve access for those working in creative industries to specialised facilities (Federation University, Tech School).	Establish hubs of business support hosting workshops and support for artists and creatives (City of Ballarat).	
Make the Creative Precinct a great place to visit	Support bars, cafes and restaurants in the Creative Precinct (City of Ballarat).	Convert the former Law Courts or Post Office into an Arts Hotel (Creative Precinct Taskforce).	

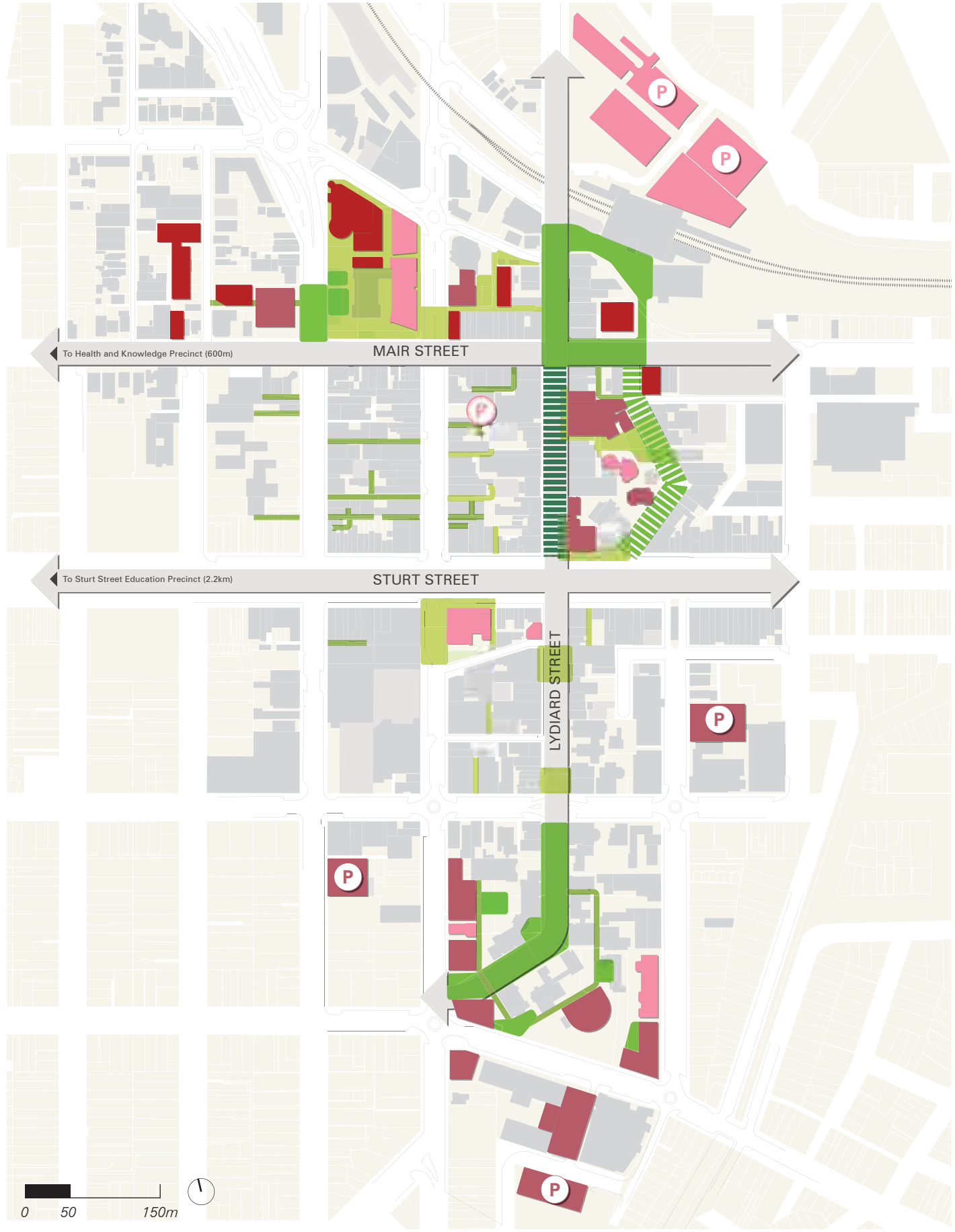
Action 3: A place that showcases and celebrates Ballarat's assets, stories and people	Short term (to 2019)	Medium term (to 2022)	Long term (to 2030+)
Align role of institutions with the Creative City Strategy and improve their visibility	Secure funding for the redevelopment of the Art Gallery of Ballarat (City of Ballarat); Ensure that any new buildings or retrofits of existing buildings prioritise visibility and activation of the ground floor (City of Ballarat).	Complete redevelopment of the Art Gallery of Ballarat including upgrade of Alfred Deakin Place (City of Ballarat). Redevelop Federation University building facing Alfred Deakin Place.	
Celebrate, protect and reinstate heritage of the built form and public realm	Adopt the Heritage Urban Landscape (HUL)'s holistic and multi-dimensional approach to heritage (City of Ballarat); Strengthen protections to prioritise intactness of Lydiard Street as a world heritage quality Victorian streetscape (City of Ballarat); Undertake a detailed City skyline analysis (City of Ballarat).	Reconstruct historic windows and doors of Art Gallery of Ballarat and Post Office to improve visibility of activities inside (City of Ballarat, Federation University).	Continue to work with property owners to redevelop low quality buildings to reinforce established heritage character (City of Ballarat).
Develop a marketing campaign and wayfinding strategy for the Creative Precinct	Develop marketing and wayfinding strategies for the Creative Precinct (Creative Precinct Taskforce).	Introduce a system of temporary signage and wayfinding (City of Ballarat); Develop a creative Precinct map for visitors (City of Ballarat, Visit Ballarat).	
Showcase a diversity of stories through the public realm, public art and programming	Continue heritage grant scheme for storytelling (City of Ballarat); Continue to commission and support significant contemporary public art (permanent and temporary) in the creative precinct City of Ballarat).	Implement and promote interpretive network in the Creative Precinct (City of Ballarat, Visit Ballarat, Indigenous leaders).	Introduce a Yarning Circle close to Civic Hall (City of Ballarat, Visit Ballarat, Indigenous leaders). Document and promote an interpretive network across the city, connecting places of cultural significance to all sections of the Ballarat community (City of Ballarat).

## 3.2 STAGING

Action 4: A place that supports playfulness, flexibility and experimentation	Short term (to 2019)	Medium term (to 2022)	Long term (to 2030+)
Designate places for experimentation	Designate experimentation zones within the Creative Precinct (City of Ballarat, Federation University).		
Create events and spaces that enable exchange of ideas	Host events and workshops for artists and creatives at spaces such as the Art Gallery of Ballarat and The Lost Ones Gallery (Art Gallery of Ballarat, The Lost Ones Gallery, Federation University).	Encourage greater sharing and collaboration between institutions for event and performance spaces (Creative Precinct Taskforce).	
Strategically use interventions from festivals to incrementally upgrade the public realm		Coordinate with organisers of major events to strategically use interventions upgrade the public realm (City of Ballarat, BOAA, Ballarat International Foto Biennale and White Night).	
Create a system for temporary activations and installations	Introduce a system of hooks in strategic locations to enable temporary signage and public art to be installed (City of Ballarat).	Design a 'Kit of Parts' for temporary activities and installations (City of Ballarat, Federation University).	
Action 5: A place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons	Short term (to 2019)	Medium term (to 2022)	Long term (to 2030+)
Prioritise people in public spaces	Introduce a Car Parking Strategy that encourages shared precinct parking to free up space for people (City of Ballarat).	Upgrade public realm to prioritise pedestrians (City of Ballarat).	Consider Lydiard Street a destination not a thoroughfare, regularly hosting mass attendance events with full pedestrian priority at selected times (City of Ballarat).
Create safe and attractive spaces	Complete a Lydiard Street Landscape Masterplan to create a coordinated approach for public realm upgrades and deliver stage one (City of Ballarat).	Complete the delivery of Lydiard Street improvements.	
Improve comfort and celebrate the seasons	Introduce vegetation opportunistically as part of a Greening Strategy to reduce heat island effect starting at Lydiard Street (City of Ballarat).	Expand the Greening Strategy to the Central City Precinct (City of Ballarat).	
Strengthen connections and improve legibility	Introduce a Movement Strategy, focusing on improving access by public transport, cycling and foot; and work to reduce speed limits in the Creative Precinct (City of Ballarat).	Complete the Ballarat Train Station southern forecourt and Market Street improvements (Regional Development Victoria).	
Engage people and activate spaces	Create an Integrated Public Art Strategy, building on the work of HUL in telling Ballarat's stories through public art (City of Ballarat).	Create a Laneway Strategy and prioritise key projects (City of Ballarat).	
	Upgrade Alfred Deakin Place and parts of Camp Street (City of Ballarat).	Complete the Camp Street shared space project (City of Ballarat).	
		Introduce seasonal gardens and civic spaces to celebrate Indigenous heritage near the Civic Hall and GovHub (City of Ballarat).	

Figure 2.2 Staging plan

- Legend**
- Built form*
  - Short term
  - Medium term
  - Long term
  - Public realm*
  - Short term
  - Medium term
  - Long term
  - Car parking*
  - Short term
  - Medium term





– McKenzie Lane Hydrant Food Hall | Ballarat



## 3.3 PLANNING SCHEME CHANGES

**In order for the Precinct Master Plan to be implemented, it will require some changes to the planning scheme in order to reinforce and help implement its goals.**

### Parking

This section outlines high-level principles for car parking provisions in Ballarat's Creative Precinct only. Additional studies will need to be undertaken to understand the implication of these options.

The provision of car parking will need to be carefully managed to ensure an accessible precinct that is people-friendly as the city grows and support state government initiatives such as regional growth. Given the prevalence of cars as a means of travel in Ballarat, car parking will need to be provided close to destinations such as shops, work places and institutions.

To effectively meet the needs of all users, car parking will need to be carefully managed in order to create people-friendly streets, where pedestrians and cyclists are given priority in key locations throughout the precinct. This is particularly the case in areas of higher public transport use, most notably in and around the

railway station, and along key corridors flanked by education. Areas surrounding major workplaces such as health and government institutions will also be given priority, as a higher proportion of workers and students will choose to ride or walk where it is safe to do so. Finally, tourism rich locations where both destinations and streets seek to support vibrant activity will be prioritised. This Precinct Master Plan has highlighted the strategic importance of Lydiard and Mair Streets as major pedestrian and cycle links, and acknowledges the future role of Sturt Street for pedestrians and cyclists.

Consequently, as developed in many best practice regional settings, commercial shared multi-deck car parking will need to be provided in key locations a short walking distance to major destinations and Lydiard and Mair Streets. Rather than each new building having expensive basement parking that is typically only used on some occasions and which diminishes the quality of streetscapes and walking environment, parking will be shared by residents, students, visitors and workers in the precinct. Options for developers to financially contribute to infrastructure should be investigated. This model has been successfully implemented in many jurisdictions including Glen Waverley and Cato Street, Prahran in Melbourne. It has been implemented in precincts of high heritage value in regional settings including Newcastle, Geelong and Bendigo. In these locations car parking is typically attached to larger precincts of institutions such as shopping centres, corporations, council offices and railway stations.

Any multi-deck car parks should be adaptable for other uses, such as artists studios or co-working spaces for, or for other uses in the instance that personal cars are no longer in such demand in the future.

### Building heights

The majority of existing built form character of central Ballarat is an asset of the city, and should be celebrated, retained and enhanced through the Precinct Master Plan. Ballarat is unusual in the scale of its historic core with many of the areas having an established street wall of an effective three or more levels and block depths of considerable magnitude, affording substantial potential for new growth and capacity even in a context of incremental built form change.

In other parts of the precinct, large areas of low rise, lower quality built form has the potential to be replaced with strategic developments that respect the qualities of the Ballarat CBD, but also allow for new uses such as workplaces, expanded institutions, education facilities and affordable accommodation to bring those areas to life. New nodes of higher scale around the hospital are to soon be joined by taller built form at the Civic Hall Neighbourhood and in the Station Precinct.

A detailed City skyline analysis to be undertaken by the City of Ballarat will provide guidance for building heights and roof-line articulation in the CBD, based on analysis of the CBD's nuanced character and distinctive skyline, landmarks and views. In addition, an investigation of whether a Floor Area Uplift Scheme to grant additional floorspace to new buildings would be appropriate in the Ballarat context could be undertaken. In keeping with the City skyline analysis, however, built projects within the core Ballarat CBD must complement existing roofline articulation provide opportunities for both inward and outward connective views of the city skyline.

## 3.4.1\_CIVIC HALL NEIGHBOURHOOD PLANNED AND POTENTIAL FUTURE PROJECTS

The Civic Hall Neighbourhood will be an important regional employment hub. Important developments within this area, such as the future GovHub building, will increase the number of people living and working in this neighbourhood.

1



– New Generation Bendigo Library | Bendigo | MGS Architects

### Reimagined institutions

- 1.1 In order to support the growing population of Ballarat and continue to be an important community and education destination, the Ballarat Library will be reimagined and expanded as a digital learning hub.

2



– McIntyre Drive Social Housing | Altona | MGS Architects

### Supporting accommodation, office and community facilities

- 2.1 This village will host several built to rent, student and key worker accommodation options, along with supporting outdoor spaces.
- 2.2 An extension to Child and Family Services with a new entrance from Market Street. This facility will include art therapy for parents and children.
- 2.3 A new high-quality office and residential building with upper floor green space will support the growing population of Ballarat.

4



– The Trainshed Way | Geelong | Hassell

### Supporting public realm

- 4.1 The Ballarat Station Precinct will become a vibrant, mixed-use community, transport and commercial hub. Several public plazas will make this precinct a desirable destination and provide a high-quality train arrival experience and clear, comfortable pedestrian connections within the neighbourhood and beyond.
- 4.2 A new parklet in Market Street and upgrade of the streetscape establishes this route as an important link to the emerging employment hub.
- 4.3 An enhanced green space at the Civic Hall marks the arrival from the west and provides a key opportunity to express Ballarat's Indigenous heritage and celebrate the ongoing creative contribution of traditional owners in a high-profile public space.

# ILLUSTRATIVE PLAN

Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.

Figure 3.2 Civic Neighbourhood



### 3.5.1\_CIVIC HALL NEIGHBOURHOOD LANDSCAPE CHARACTER

*Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.*

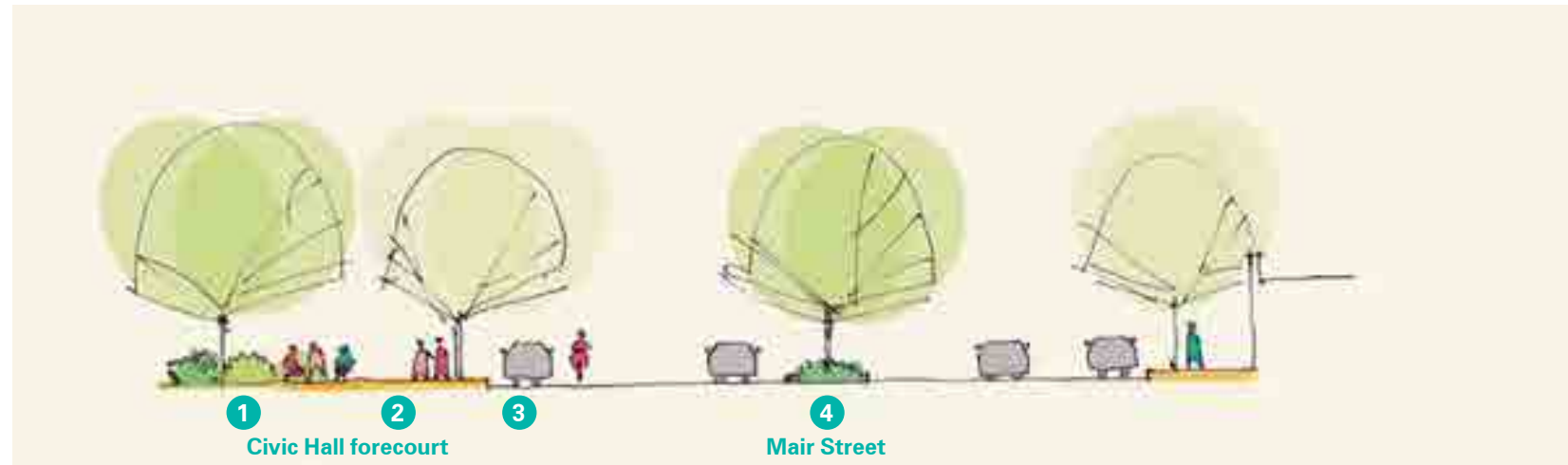
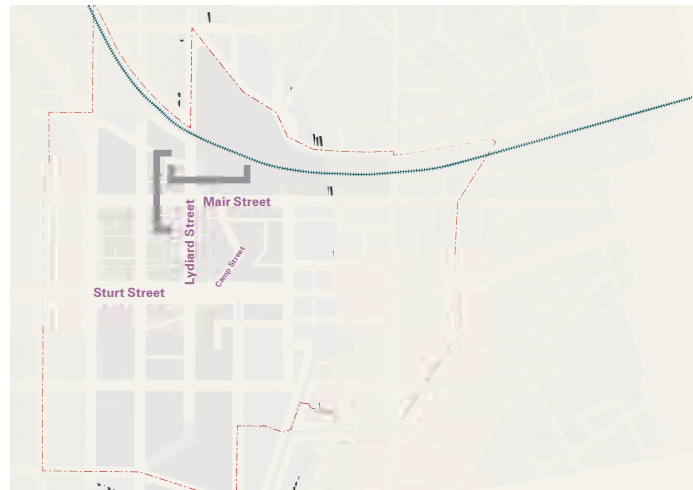


Figure 3.3 Mair Street

#### **Mair Street**

- 1 Civic Hall forecourt with Indigenous garden
- 2 Street trees within footpath
- 3 On-street cycle path
- 4 Street trees in median

#### **Lydiard Street North**

- 5 Opportunities for greening Lydiard Street will be investigated
- 6 Raised pedestrian crossing



Figure 3.4 Lydiard Street North



– Inviting forecourt | Mitsui Garden Hotel Osaka Premier | Japan | STGK



– Indigenous garden | Ngarara Place | RMIT | Greenway Architects



– Street trees and footpath | Jellicoe Street, North Wharf & Silo Park | Auckland | Taylor Cullity Lethlean with Wraight + Associates



– On-street cycle paths | New Slovenska Street | Ljubljana | dekleva gregoric architects



– Green streetscape Lonsdale Street Redevelopment | Dandenong | BKK Architects with Taylor Cullity Lethlean



– Raised pedestrian crossing

## 3.4.2\_CAMP STREET NEIGHBOURHOOD PLANNED AND POTENTIAL FUTURE PROJECTS

The Camp Street Neighbourhood will be a high-profile arts destination. Architectural canopies and planting, lighting installations and integrated art in streets and spaces make this a comfortable and engaging neighbourhood for people at different times of the year, day/night.

1



– The National Gallery of Denmark | Copenhagen

### Reimagined institutions

- 1.1 The Art Gallery of Ballarat will become a world-class arts destination. Partnership between other near-by creative institutions, such as Federation University and the Mining Exchange, will ensure that the gallery continues to contribute to the success of Ballarat's creative economy.
- 1.2 The reimagined New North building at Federation University Camp Street Campus will become a creative collaborative hub, providing places for artists, students and the broader community to learn, create and engage.
- 1.3 Federation University's Old Law Courts building will be transformed into a world-class Arts Hotel.
- 1.4 The Ballarat Trades Hall will create additional new community meeting spaces. It will bolster its role as an affordable and inclusive community space and will support creativity and expression in the forms of performance, music, arts and culture.

2



– Shared pop-up space | Beenleigh Town Square | Queensland | AECOM

### Improved street experience

- 2.1 A high-quality upgrade to Lydiard Street establishes this iconic location as centrepiece of the neighbourhood and premier public space for Ballarat.
- 2.2 Camp Street becomes a shared space and arts-based community event space.

3



– Weather protected areas | Bendigo Library | MGS Architects

### Supporting public realm

- 3.1 Alfred Deakin Place is re-crafted to become a vibrant public place for the study, appreciation and making of art. Additional landscaped and weather protected spaces will ensure this space is comfortable at all times of the year.
- 3.2 A new public space marks the Post Office corner and improves connection to the Sturt Street central garden.
- 3.3 A curated public realm approach supports a rich programme of planned and spontaneous displays of creativity.

# ILLUSTRATIVE PLAN

Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.

Figure 3.5 Camp Street Neighbourhood



### 3.4.2\_CAMP STREET NEIGHBOURHOOD LANDSCAPE CHARACTER

*Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.*

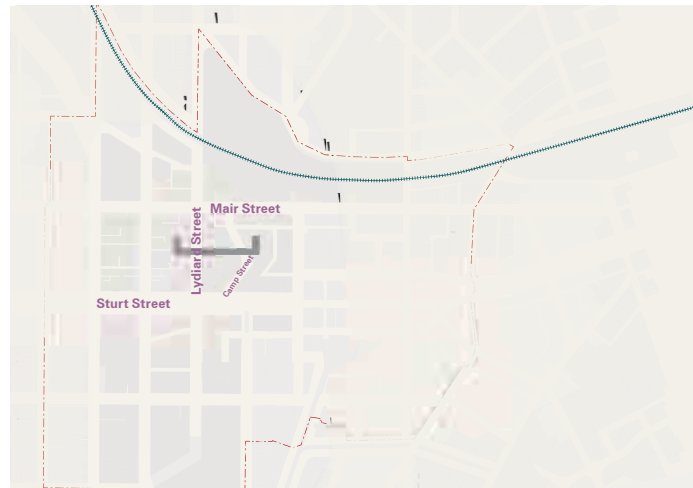


Figure 3.6 Lydiard Street - Business as usual

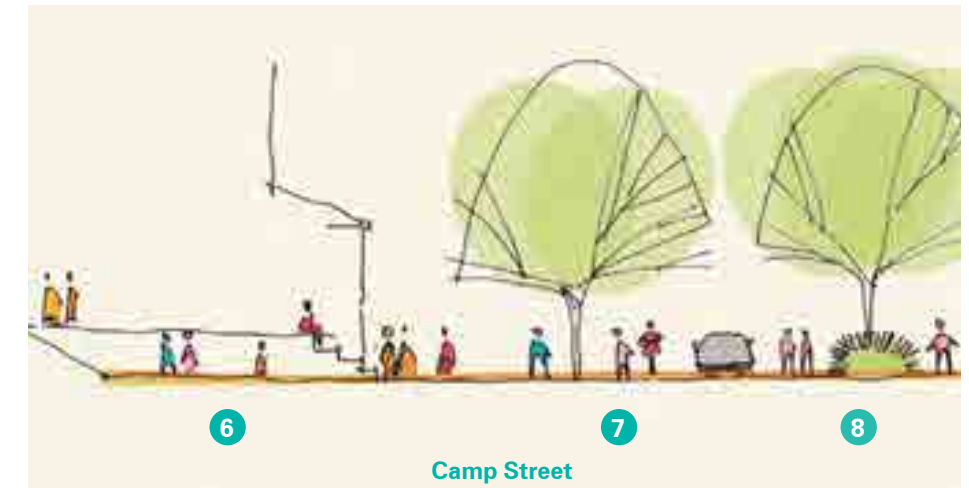


Figure 3.7 Camp Street - Shared zone

#### Lydiard Street

- 1 Extended footpath
- 2 Minimised space dedicated to road surface and parking
- 3 Facade to facade paving
- 4 Opportunities for greening
- Lydiard Street will be investigated
- 5 Flexible event space

#### Camp Street

- 6 Alfred Deakin Place reimagined
- 7 Shared space
- 8 Street trees and planting
- 9 Flexible events space



Figure 3.9 Lydiard Street - Event mode



Figure 3.8 Camp Street - Event Mode





– Improved street experience | New Slovenska Street | Ljubljana | dekleva gregoric architects



– High-quality paving | Gustafson Porter + Bowman's | London



– Flexible events space | Coburg food truck festival



– Shared zone | New Road | Brighton | Landscape Projects and Gehl Architects



– Flexible events space

### 3.4.3\_TOWN HALL AND THEATRE NEIGHBOURHOOD PLANNED AND POTENTIAL FUTURE PROJECTS

The Town Hall and Theatre Neighbourhood will become a pedestrian friendly area, with a series of outdoor plaza spaces to support key destinations.

1



– New Architects Melbourne

#### Reimagined institutions and vacant buildings

- 1.1 The Town Hall will be transformed into a civic collaborative hub.
- 1.2 Further developing innovative initiatives such as Ballarat Evolve, vacant buildings will be transformed into spaces of creativity and activity.

2



– Integrated public art to improve wayfinding and | Time and Tide | Simon Patterson

#### Improved street experience

- 2.1 Footpaths are enlarged with high-quality public realm materials to improve the street experience and create desirable outdoor spaces close to key venues including Her Majesty's Theatre, the National Centre for Photography and the Mechanics Institute. Opportunities for greening Lydiard Street will be investigated.
- 2.2 Increased greening and planting to improve the comfort and amenity of Sturt Street and reinforce its garden character. Lighting and public art mark the building's significant frontage to Sturt Street.

3



– Temporary closure of streets for social activities | Mexico

#### Supporting public realm

- 3.1 A new public space is created at the Town Hall with shade trees to create a comfortable gathering space on Armstrong Street.

# ILLUSTRATIVE PLAN

Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.

Figure 3.10 Town Hall and Theatre Neighbourhood



### 3.4.3\_TOWN HALL AND THEATRE NEIGHBOURHOOD LANDSCAPE CHARACTER

*Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.*

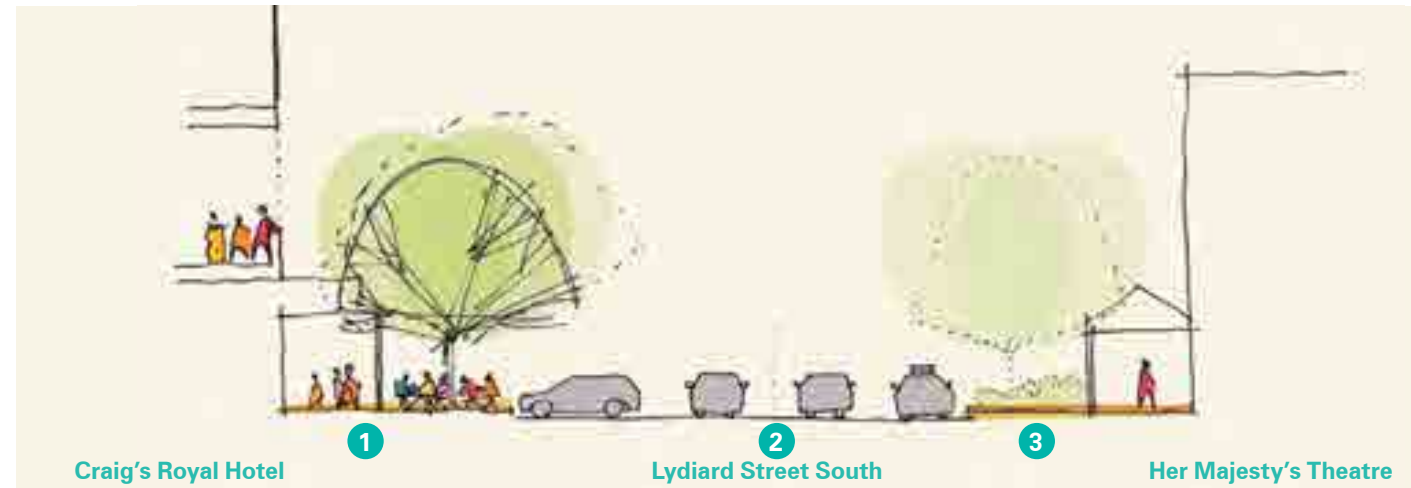


Figure 3.11 Lydiard Street South

#### Lydiard Street South

- 1 Enlarged footpath with permanent and temporary furniture in key locations and opportunities for greening Lydiard Street will be investigated
- 2 Minimise space dedicated to road surface and parking
- 3 Pause point in the public realm and space for temporary / permanent exhibition

#### Armstrong Street South

- 4 Flexible shared space
- 5 Enlarged public space at outside the Town Hall for temporary or permanent engaging art



Figure 3.12 Armstrong Street South



– Temporary or permanent street furniture | Kardinaal Mercier Square | OMGEVING landscape architecture urbanism



– Engaging public installation | London's Royal Academy of Arts



– Engaging with history through public artworks | Place de la Paix | France | Mutabilis Landscape Architecture

## 3.4.4 \_INNOVATION NEIGHBOURHOOD PLANNED AND POTENTIAL FUTURE PROJECTS

The Innovation Neighbourhood will be an exciting place for innovation and education. Key anchors include the Ballarat Tech School, the Ballarat Tech Park, FedUni TAFE, BILDS and a potential future Creative Arts Hub. The public realm will be a flexible space, supporting events and engaging activities to occur.

1



– Melbourne School of Design | John Wardle Architects

### Supporting education and partner buildings

- 1.1 A new creative arts hub will transform the existing library at Federation University SMB Campus into an activated centre for learning.
- 1.2 A new shared facility will provide world-class learning and teaching spaces for students and to support the growth of FedUni TAFE.
- 1.3 A new shared learning and teaching building fronting Grant and Albert Streets will provide spaces for both the FedUni TAFE and Ballarat Tech School to expand.
- 1.4 New partner buildings will support the growth of partnerships and start-ups within this neighbourhood and build on BILDS which, in the future, will provide start up accelerator programs, a fab lab and co-working space.

2



– Prioritising pedestrians | New Road | England | Landscape Projects with Gehl Architects

### Improved street experience

- 2.1 Lydiard Street becomes a safe and well connected shared space for pedestrians, cyclists and cars.

3



– Transforming public spaces through contemporary events | Melbourne University

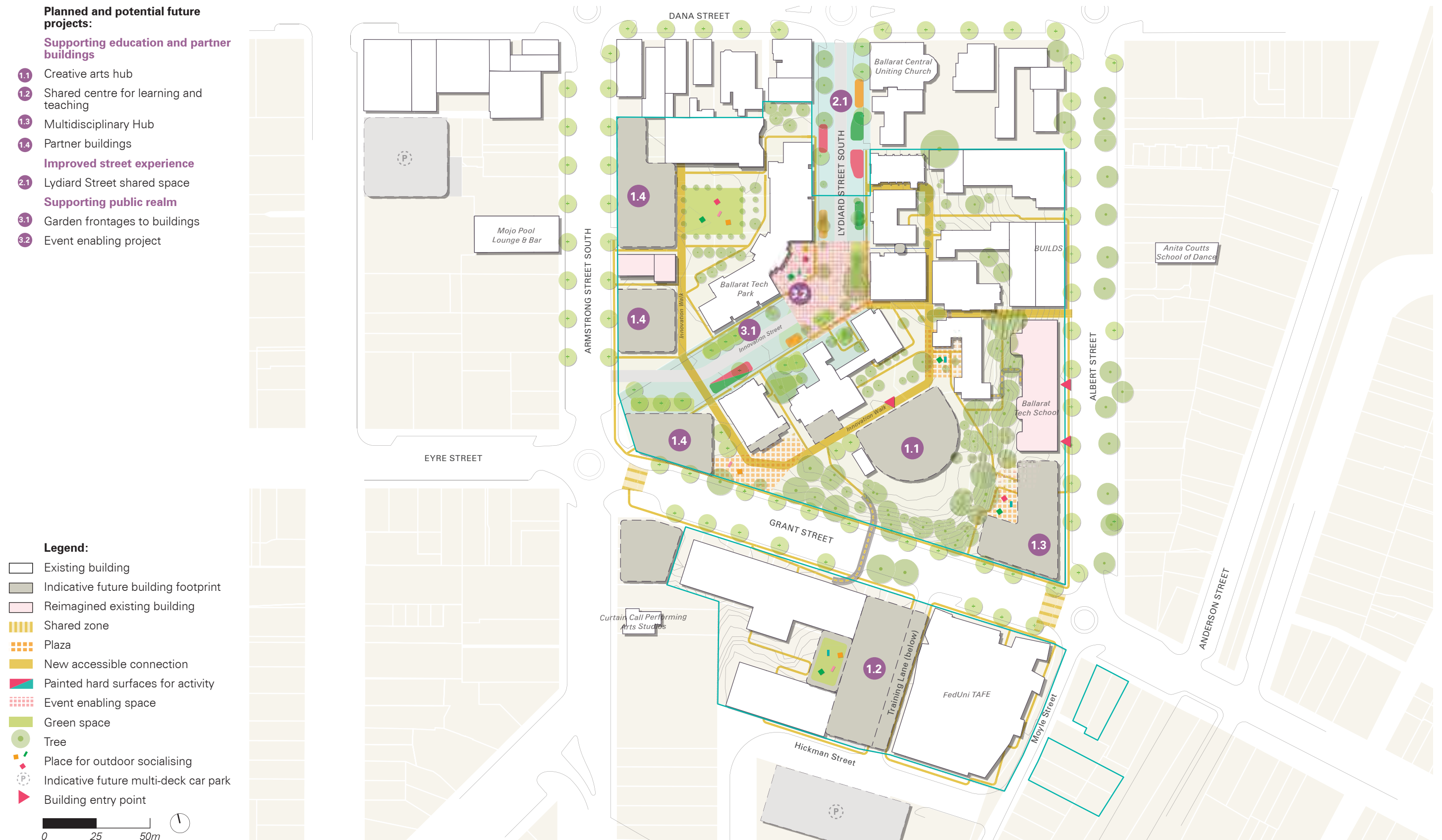
### Supporting public realm

- 3.1 Garden spaces incorporating water sensitive urban design are established within building setbacks and forecourts, and these become comfortable social spaces within the campus and the broader precinct.
- 3.2 Service connection points are designed-in to support community events. Free Wi-Fi and device charging points are provided in the public realm.

# ILLUSTRATIVE PLAN

Figure 3.13 Innovation Neighbourhood

Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.



### 3.4.4 \_INNOVATION NEIGHBOURHOOD LANDSCAPE CHARACTER

*Note: any additional tree planting within the Creative Precinct needs to be individually considered and place-base to consider major architectural/built features and the location of pedestrian and cycle paths and on-street car parking.*



Figure 3.14 Innovation Neighbourhood | Shared Zone

#### **Innovation Neighbourhood Shared Zone**

- 1 Place for outdoor social activity
- 2 Shared space
- 3 Garden frontages to heritage buildings with WSUD

#### **Innovation Neighbourhood Event Mode**

- 4 Ballarat Tech Park forecourt
- 5 Shared space closed to traffic for 'Event Mode'



Figure 3.15 Innovation Neighbourhood | Event Mode





– Places for social activity | Metcalfe Park | Sydney | Aspect Studios



– Temporary shared zones | Latvia | Fine Young Urbanists



– Improved street experience | New Slovenska Street | Ljubljana | dekleva gregoric architects



– Comfortable spaces | New York | Lincoln Centre Plaza

