

Important Information

Once the event request form has been completed and submitted to BALC a confirmation email will be sent to the event organiser. Before the event can commence the event organiser and all PIC's will be required to attend a meeting with the BALC Customer Service Coordinator to ensure understanding of health and safety standards and emergency management procedures within the Centre. This meeting also provides the opportunity for the PIC to conduct a risk assessment for the event should they be required by the group. A facility inspection checklist will be conducted by the Customer Service Coordinator and Operations Manager prior to the meeting and is to be signed by the PIC. Any damages incurred during the event will be charged accordingly.

When hiring an aquatic facility patrons participating in the event are exempt from paying admission to the Centre. However, where other services are required (as outlined above) in order to maintain legislative ratios. If you require further clarification regarding this, please contact the Customer Service Coordinator.

BALC Conditions of Entry

Please note that the PIC is responsible for the behavior and supervision of event participants and spectators. Please ensure that all patrons are aware of BALC's Conditions of Entry as follows:

- Smoking is not permitted within the Centre or its grounds.
- Photography is prohibited at all times unless prior consent is received from Centre Management.
- Any persons under the influence of drugs or alcohol will not be permitted into the Centre.
- Patrons must behave in a manner that is safe and respectful at all times. Abusive, disruptive and/or offensive behavior and language will not be tolerated.
- Patrons are required to follow staff directions at all times.
- Personal belongings must be placed in lockers. BALC does not accept liability for any theft, loss or damage to personal property left within the Centre.

Centre Management reserve the right to refuse entry and evict any patron that is not abiding by the above conditions.

Watch Around Water Policy

BALC enforces a Water Around Water policy which promotes consistent supervision within the Centre. The policy states:

- Children UNDER 5 must be accompanied into the water and remain within arm's reach at all times.
- Children UNDER 10 must be clearly and constantly visible and remain directly accessible.
- ALL CHILDREN must be ACTIVELY SUPERVISED at ALL TIMES

Children under the age of five years will be provided with a wristband when entering at Customer Service. Any unsupervised children of any age will be removed from the water if they are unsupervised or if the lifeguard is concerned for their safety.

In addition, please take note of BALC’s Group Attendance Ratio requirements:

- Children UNDER 5 years - one adult per four children
- Children UNDER 10 years - one adult per ten children

BALC Trading Hours

The BALC operates as follows:

Monday to Friday	6am to 9pm	Public Holidays	8am to 4pm
Saturday	6am to 6pm	ANZAC Day	1pm to 9pm
Sunday	8am to 6pm	Closed Christmas Day & Good Friday	

If an event is required outside of these trading hours please speak with the Customer Service Coordinator.

Catering

The BALC Café is onsite and has an extensive range of food and drink options. However, we understand that event patrons may wish to bring their own food. This is allowed on the basis of:

- Food is non-commercial
- Alcohol is strictly prohibited
- Food is for individual consumption and not for distribution.

Catering is also available by the BALC Café upon request; please speak with the Customer Service Coordinator for more information.

General Information

Access to the event for all participants and spectators is to be via the group entry doors at the North end of the 50m Pool, so as to minimise disruption to BALC’s usual operations.

It is recommended that all officials/staff for the event arrive at BALC 30 to 60 minutes prior to event commencement to ensure all procedures and equipment are in place.

Please note that BALC will be responsible for set up of the following equipment. Please specify which items are required for the event:

Pool Required	50m	25m
Timing system Includes touch pads, time keeper buttons, starter speakers	YES	NO
Diving blocks	YES	NO
False start ropes/backstroke flags	YES	NO

PA system	YES	NO
Boom	YES	NO
Time keeping chairs – three per lane	YES	NO
Grandstand – seats approx 650 people	YES	NO

Please note that although BALC is responsible for the set-up, event organisers/PIC are responsible for the operation of timing equipment. If any further equipment is required, please discuss with the Customer Service Coordinator before the event.

IMPORTANT: Hirers will be charged a 1hour pre-event set-up and a 1hour post-event pack-up fee at the rate of the pool hire for each event. An additional \$50 per hour will be charged for additional cleaning required post event.

Emergency Action Plan

Emergency Contact Details

Emergency phone: 000
 BALC address: Prince of Wales Park, Gillies Street North, Ballarat VIC 3350
 Nearest cross street: Sturt Street & Gillies Street

The event organiser and PIC's are required to read the following overview of the BALC Emergency Action Plan prior to the meeting with the Customer Service Coordinator. The meeting will include a briefing regarding emergency management.

Minor Incidents

- Any minor incident (such as general first aid) shall be attended to by the lifeguard or Duty Manager
- Person in charge (PIC) may be required to assist with supervision of the patient.

Major Incidents

- Any major incident will take precedent over other activities and as such the event may need to be suspended while the emergency is attended to.
- A major incident is considered as life threatening for any individual (includes suspected drowning, suspected spinal injury, cardiac incident or similar) and may require all participants to evacuate the water while the lifeguards/Duty Manager attend to the incident.
- PIC may be required to assist as deemed necessary by the lifeguards and/or Duty Manager.

Provision of First Aid

BALC is responsible for providing first aid within the Centre, with facilities, equipment and qualified staff available at all times.

Rescue and First Aid Equipment

Please refer to the attached copy of the Centre Plan which outlines the following:

- First aid rooms - identified by the appropriate signage.
- Emergency equipment – including fire hose reels and fire extinguishers (water, Co2, dry chemical powder, fire blankets).
- First aid equipment – to be strictly used by BALC staff only. Includes AED (Automated External Defibrillator), oxygen & resuscitation equipment, spinal injury equipment, deep water rescue equipment and general first aid supplies.

All of the above equipment is subject to daily checks by BALC staff and is maintained according to relevant legislation.

Emergency Services

Important: In the event of a major emergency phone 000. If this occurs, the Duty Manager must be notified immediately.

In a minor emergency situation the Duty Manager will consult with the PIC to ascertain the most appropriate course of action. However, please note that the Duty Manager may contact emergency services without first consulting the PIC if they deem it appropriate.

Evacuation

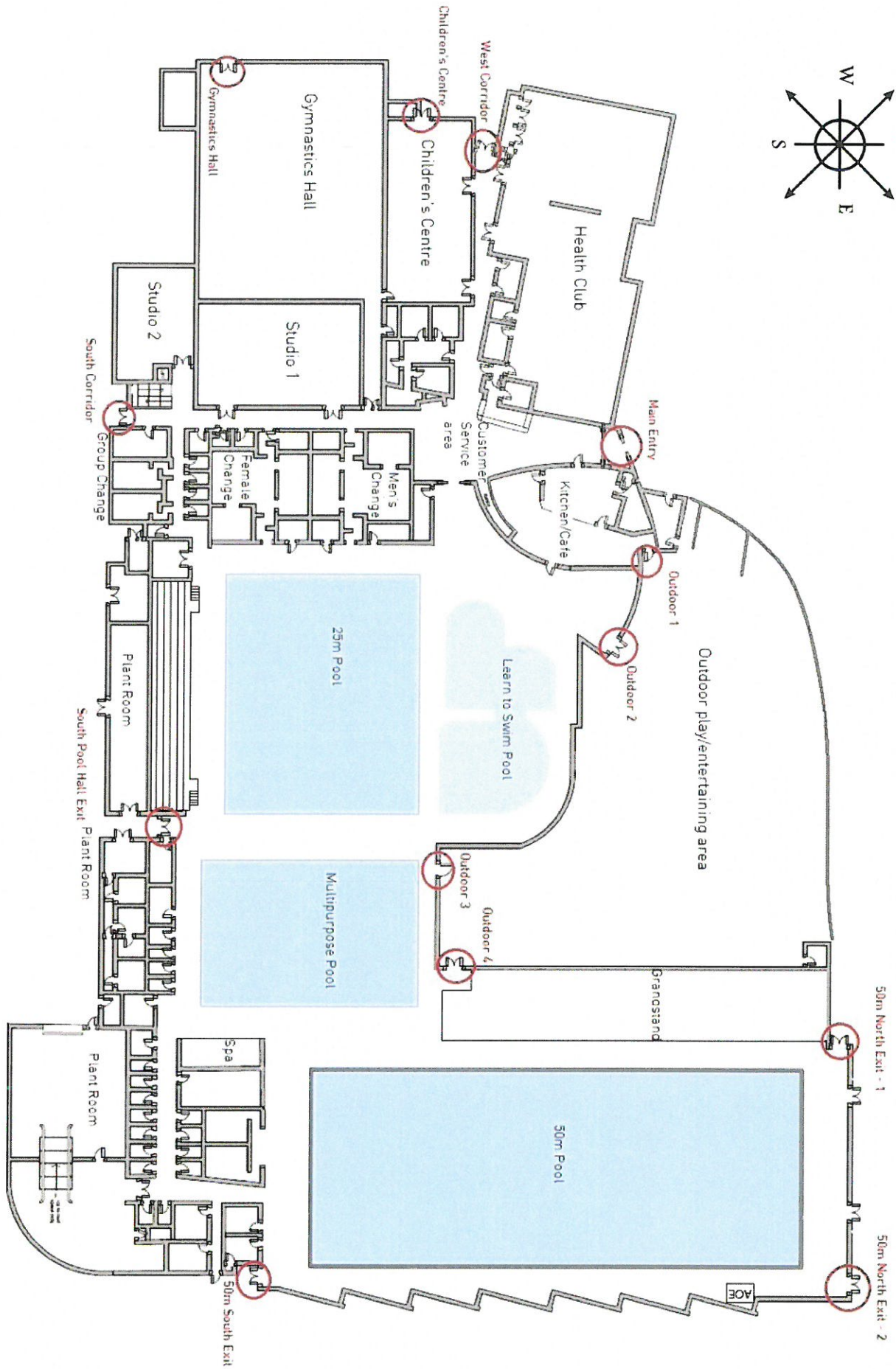
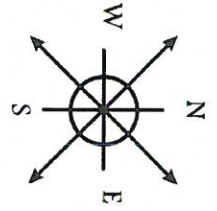
In the event of an emergency, there are two forms of evacuation that may be required:

1. Partial Evacuation: Evacuation of designated area within the Centre.
2. Full Evacuation: Evacuation of the entire Centre.

In the unlikely event of either evacuation an announcement will be made to inform staff and patrons of the evacuation. Please note: It's important that all program participants and staff follow the instructions of BALC staff at all times. Assembly areas are outlined as per the below table. For exact locations please refer to the site map.

NAME	POINT/AREA	LOCATION
Primary	Baseball field	300m North West of the Centre
Secondary	Car park	200m North from Centre – next to hockey field
Tertiary	Adjacent to Ballarat Specialist School	70 metres South of Centre.
Exit	Main entry/front foyer	

EMERGENCY EXITS	
Main entry	Outdoor area – doors 1, 2, 3 and 4
50m Pool North exit – doors 1 and 2	50m Pool South exit
South Pool Hall exit	South Corridor exit
Gymnastics Hall	Children's Centre
West Corridor	-



Signatory

As the event organiser I have read, accept and agree to the terms and conditions outlined above.

Signed:

Date:

Please return completed document to the Customer Service Coordinator via email on balcbookings@ballarat.vic.gov.au

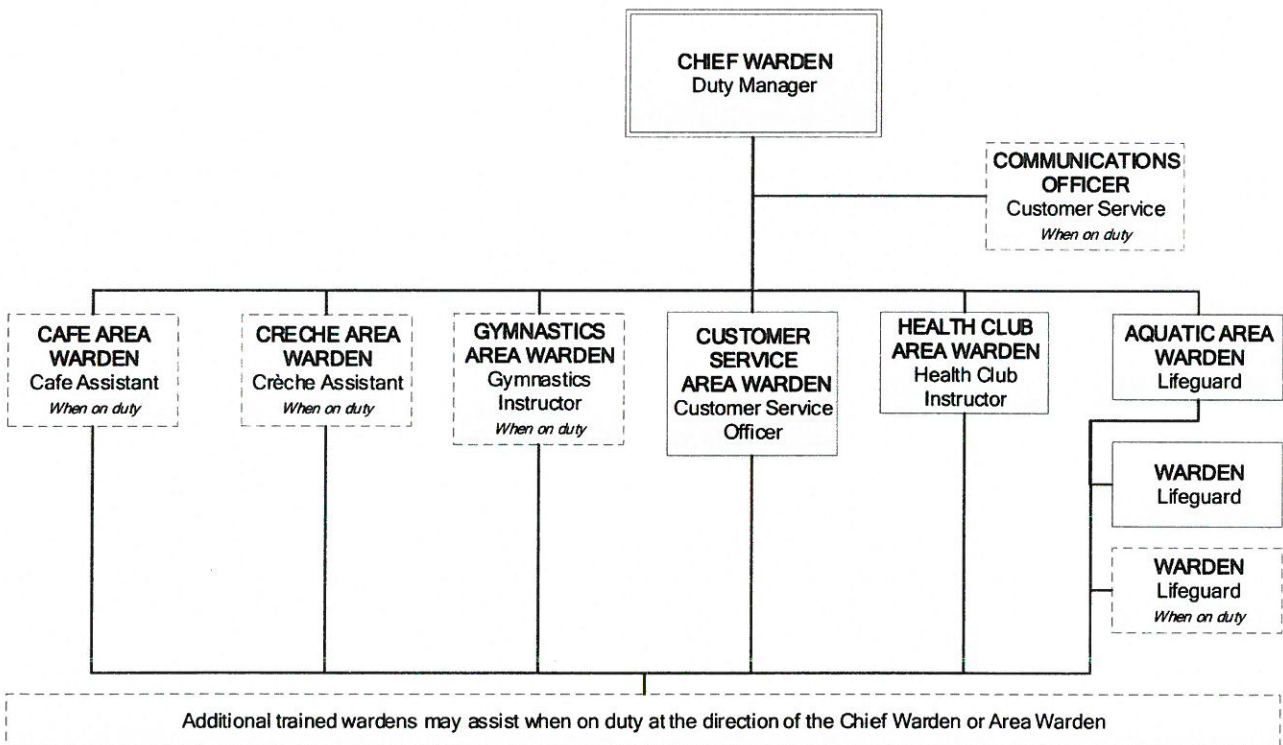
Form 31.1 Emergency Response Plan

EMERGENCY RESPONSE PLAN

This emergency plan covers the premises of **Ballarat Aquatic and Lifestyle Centre, Prince of Wales Recreation Reserve, Gillies Street North, Lake Gardens**


This plan is to identify the possible emergencies for this site and outline the procedures to be followed in the event of an emergency.


FIRE & EMERGENCY WARDENS FOR THIS SITE ARE:	
Chief Warden	Duty Manager
Deputy Chief Warden	Lifeguard
Warden	As per area warden map
Communications Officer	Customer Service
First Aid Officer	All Staff



EMERGENCIES AND REQUIRED RESPONSE


In the event of an emergency all directions given by the ECO and/or emergency services personnel shall be obeyed. The following responsibilities will apply to all emergency situations;

Chief Warden	<p>The Chief Warden decides that external fire, ambulance or police services are required to control the emergency that is present.</p> <p>The Chief Warden issues instructions to other wardens and employees that an evacuation must take place.</p> <p>Notification of the emergency to neighbouring business units and or/ external businesses of the emergency.</p>
Delegate	<p>The Chief Warden can delegate the task of notifying the appropriate authority of an emergency situation.</p>
Workers	<p>Report all serious incidents to the  team and your Supervisor /Manager as soon as possible to enable the provision of support and assistance.</p> <p>As soon as possible after the incident has occurred complete an Elumina incident report for all incidents</p>

Emergency Type	Response
Fire/smoke/explosion	<ul style="list-style-type: none"> ▪ Raise the alarm by notifying the Chief Warden or a member of the ECO immediately ▪ Assist any person in the immediate danger area only if safe to do so ▪ Close all doors to contain the fire ▪ The ECO will call Triple Zero (000), or request a delegate to perform the task ▪ Fight a fire, only if safe to do so; and if you are trained in fire fighting equipment use ▪ Follow the instructions of the ECO and evacuate to emergency assembly point when advised to do so. DO NOT USE LIFTS. CLOSE DOORS AND WINDOWS AS YOU EXIT, BUT DO NOT LOCK THE DOORS ▪ All workers are to remain at the emergency assembly point and ensure everyone is accounted for until the 'all clear' is given. ▪ NEVER attempt to re-enter an evacuated building until informed that it is safe to do so by the ECO or Fire and Emergency Services personnel.
Water Emergency	<ul style="list-style-type: none"> ▪ Lifeguard will raise the alarm through the blowing of a whistle three times in close succession to alert patrons that they are required to exit the water immediately. <p>NOTE: Lifeguards will then initiate an appropriate response to the emergency.</p>
Personal Injury	<p><u>Minor Injury</u></p> <ul style="list-style-type: none"> ▪ Contact the First Aid Officer to advise of injury ▪ Report the incident to your Supervisor /Manager ▪ Complete an Elumina incident report <p><u>Major Injury</u></p> <ul style="list-style-type: none"> ▪ Contact the First Aid Officer for assistance ▪ First Aid Officer will decide if Emergency Services are required and call Triple Zero (000) ▪ Report the incident to the  team and your Supervisor /Manager ▪ Complete an Elumina incident report
Bomb Threat	<p><u>Bomb threat via telephone</u></p> <ul style="list-style-type: none"> ▪ Keep calm and do not alarm others ▪ Prolong the call – follow Form 31.6 Bomb Threat Checklist and ask as many questions as you can and record the response. <p><u>Bomb found on premises</u></p> <ul style="list-style-type: none"> ▪ DO NOT TOUCH the item ▪ DO NOT USE mobile phones or other electronic equipment that may trigger the device. Turn these devices off. ▪ Report the incident immediately to the ECO. ▪ The ECO will assess the situation, call triple 000 and commence evacuation.

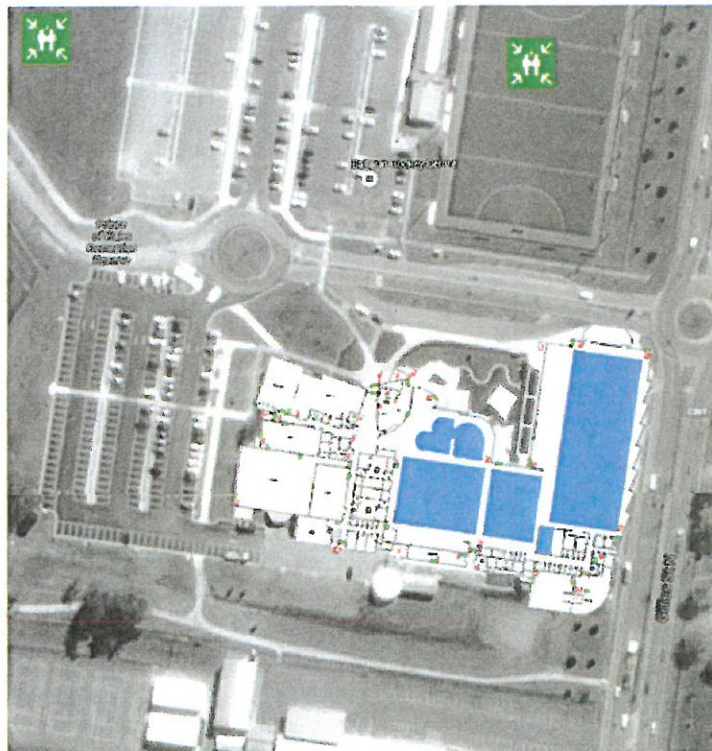
Released by Safety Manager	UNCONTROLLED WHEN PRINTED
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Violent / threatening person	<ul style="list-style-type: none"> ■ If confronted, obey instructions if safe to do so; <ul style="list-style-type: none"> ○ Do not argue or provoke the person ○ Do not attempt to physically subdue the person ○ Back away and alert others to move away also ○ Make it easy for the person to leave the building / area ○ Try and create a calm, non-threatening atmosphere ○ Talk slowly, quietly, firmly and simply ○ Avoid direct eye contact, do not get too close to the person ○ Comply with reasonable requests ■ When possible, raise the alarm with the ECO ■ The Chief Warden will evacuate the building where appropriate
Suspicious mail or package	<p><u>If the mail or package is suspected to be an explosive device;</u></p> <ul style="list-style-type: none"> ■ raise the alarm with a member of the ECO immediately ■ The ECO will call Triple Zero (000) and evacuate the building <p><u>If the suspicious mail or package contains a powder substance;</u></p> <ul style="list-style-type: none"> ■ DO NOT LEAVE THE ROOM. ■ DO NOT TRY TO CLEAN UP ANY SPILT POWDER. ■ Telephone a member of the ECO to raise the alarm. ■ Do not disturb the item. If possible place an object over the item eg. a rubbish bin. ■ The ECO will have the building heating/cooling system and any fans shut down. ■ All personnel who are present in the room are to stay in the room with the package ■ The ECO will call Triple Zero (000) and will implement measures to prevent other people from entering the room to avoid potential contamination.

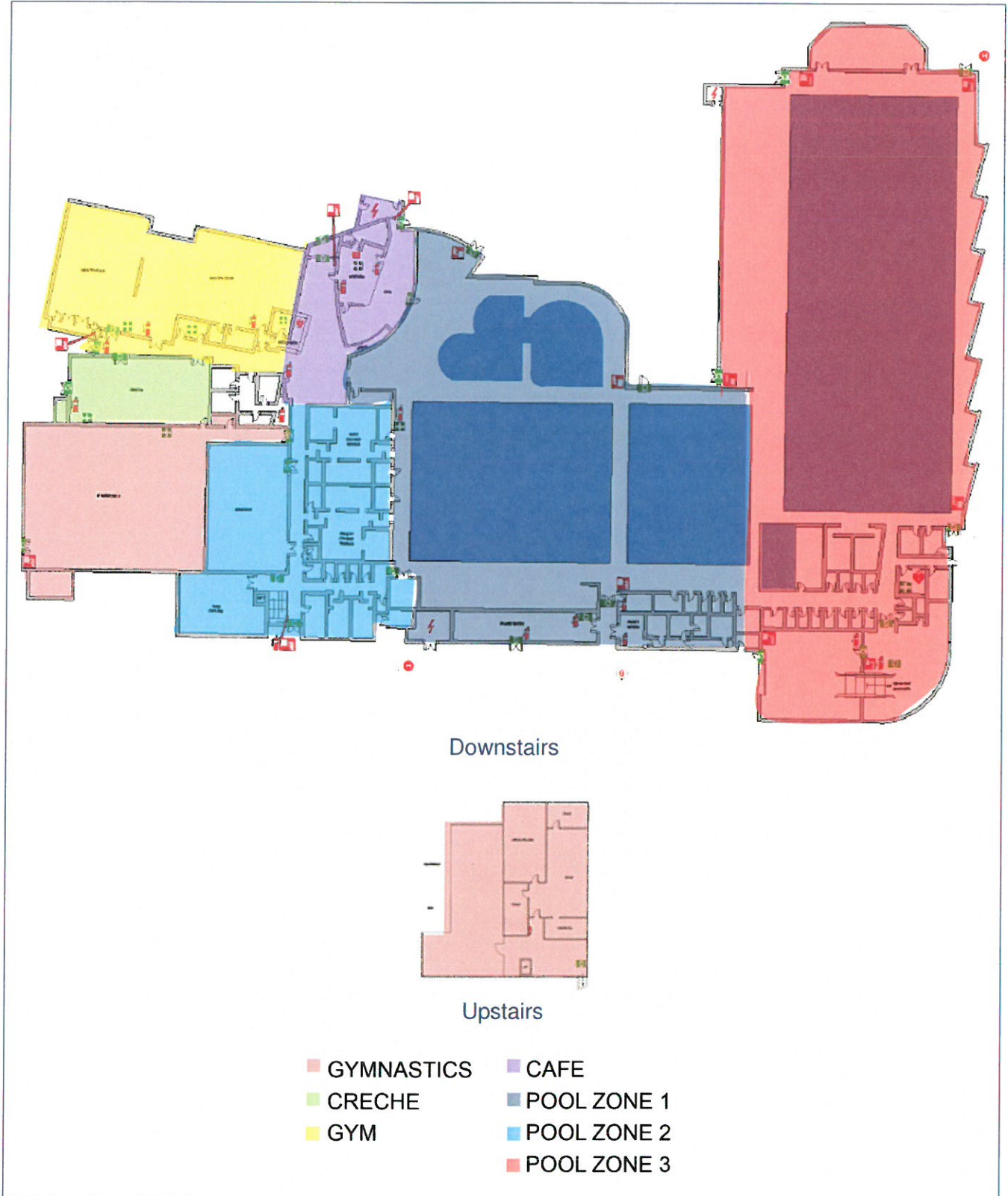
Emergency Type	Response
Civil Disorder	<ul style="list-style-type: none"> ■ Raise the alarm with a member of the ECO immediately ■ The ECO will initiate action to restrict entry to the building and will make a decision if the best course of action is to evacuate the building or place it in lockdown
Dangerous Chemical Leaks or Spills	<p>An emergency may result from leaks or spills of dangerous goods or hazardous substances causing imminent danger to the health and safety of workers.</p> <ul style="list-style-type: none"> ■ Raise the alarm with a member of the ECO immediately ■ Ensure the immediate safety of anyone within the vicinity of the spill ■ Anyone who has been exposed must, if safe to do so, be moved to a safe decontamination area. The treatment of serious injury must take precedence over decontamination and containment. ■ The Chief Warden will refer to the Safety Data Sheet (SDS) and decide if there is a need to obtain assistance from emergency services. If ECO are unsure of the hazards presented and associated risks, consult with  team prior to taking any action ■ Evacuation may be necessary depending on the substance and quantity involved. ■ Approved containment and clean-up methods will be applied in accordance with HS-32 Chemical Management ■ Restrict unnecessary movement into and through the area to avoid spreading contamination. Isolate the affected area at a safe distance by erecting a temporary barricade and placing suitable warning signs. ■ Leaks or spills that occur in indoor areas may need the heating/air conditioning system shut down to restrict the spread of gases and vapours. ■ Do not re-enter the area until it has been decontaminated.

EMERGENCY AND RESOURCE CONTACT FOR THIS SITE	
Fire, Police, Ambulance	Triple Zero (000)
Ballarat Health Services	03 5320 4000
St John of God Hospital	03 5320 2111
State Emergency Service	132 500
Worksafe notifiable incident <i>Notification is a responsibility of the mysafety team</i>	132 360
Security provider – DW Security	53 290 800
Waste Products Disposal - Suez	53 391 970
Electrical Contractor Smarts Electrical	53 376 466
Plumbing Contractor Jim White Plumbing	0418 501 434
Maintenance Contractors – COB	

SITE MAP



WARDEN AREAS



Pool Safety Assessment

for the

Ballarat Aquatic and Lifestyle Centre (Council)



Assessment Date: 22nd February 2018

Conducted by: Life Saving Victoria

Assessor: Eric Allan

Attending Representative One: Simon Coverdale

Attending Representative Two:

Assessment Scoring

Explanations:

Safety Score: The overall score achieved from all assessed components of the Pool Safety Assessment. The calculation is the total score achieved by the facility (safety denominator) divided by the total number of assessed items (Safety Indicator).

Compliance Score: The score achieved by the facility from all assessed components of the Pool Safety Assessments which have been identified as compliance items. Compliance items are those which have been identified by LSV as directly relating to key areas of risk, whilst excluding those that require substantial capital investment to treat. i.e. Facility design items are less likely to be compliance items than administration items.

Note: The Pool Safety Assessment has been designed to enable all facilities to establish both:

- i) their overall level of operation against best practice (Safety Score)
- ii) the opportunity to achieve 100% in the key risk items directly within their control (Compliance Score).

The score does not give any weight to the probability or consequences of any of these issues. Prioritising actions to address any shortcomings remains the responsibility of the facility management.

No.	Section	Compliance Score			Safety Score		
		Total Achieved	Total Possible	Percentage %	Total Achieved	Total Possible	Percentage %
1	Section 1 - Work Health and Safety	33.33	35.00	95.24	63.33	75.00	84.44
2	Section 2 - Emergency Planning	38.89	40.00	97.22	80.64	85.00	94.87
3	Section 3 - Qualifications and Training	70.00	75.00	93.33	75.00	80.00	93.75
4	Section 4 - Aquatic Programs	45.00	45.00	100.00	65.00	65.00	100.00
5	Section 5 - Supervision	70.00	75.00	93.33	85.00	90.00	94.44
6	Section 6 - First Aid	80.00	80.00	100.00	115.00	115.00	100.00
7	Section 7 - Plant and Chemical Areas - Plant Room 3	80.00	85.00	94.12	105.00	115.00	91.30
7	Section 7 - Plant and Chemical Areas - Plant Room 2	70.00	80.00	87.50	85.00	95.00	89.47
7	Section 7 - Plant and Chemical Areas - Plant Room 1	35.00	45.00	77.78	35.00	45.00	77.78
9	Section 9 - Changing Facilities	14.58	25.00	58.33	49.58	60.00	82.64
10	Section 10 - Lap and Lane Pools - 25m Pool	33.33	35.00	95.24	122.33	125.00	97.87
10	Section 10 - Lap and Lane Pools - 50m Pool	23.33	40.00	58.33	117.33	140.00	83.81
11	Section 11 - Leisure Pools - Leisure Pool	40.00	40.00	100.00	84.17	85.00	99.02
11	Section 11 - Leisure Pools - Warm Water Pool	35.00	40.00	87.50	95.00	100.00	95.00
12	Section 12 - Spa Pools	33.75	35.00	96.43	97.08	100.00	97.08
	OVERALL	702.22	775.00	90.61	1,274.47	1,375.00	92.69



Assessment: Ballarat Aquatic and Lifestyle Centre (Council)

Assessment Date: 22nd Feb 2018

Conducted by: Life Saving Victoria

Assessor: Eric Allan

Attending Facility Rep: Simon Coverdale

Attending Council Rep:

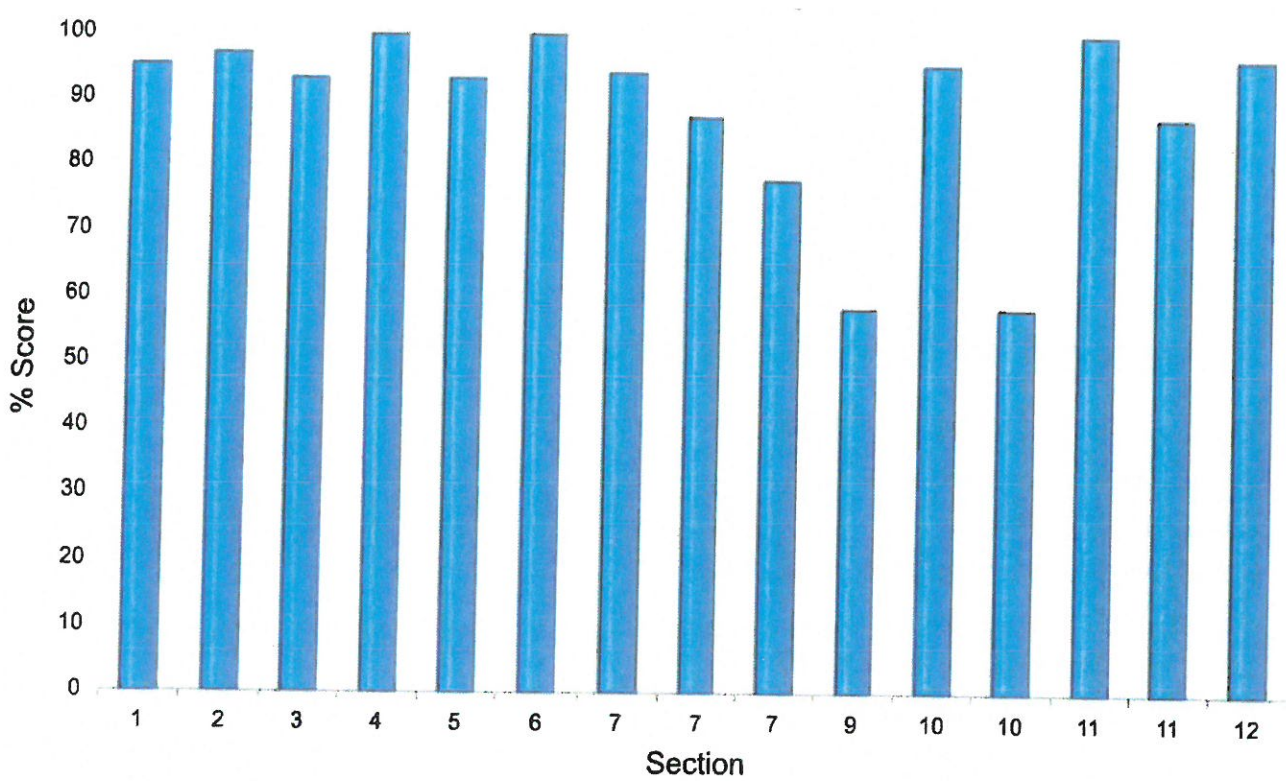
LSV Pool Compliance Award: NO

Report: Download assessment report

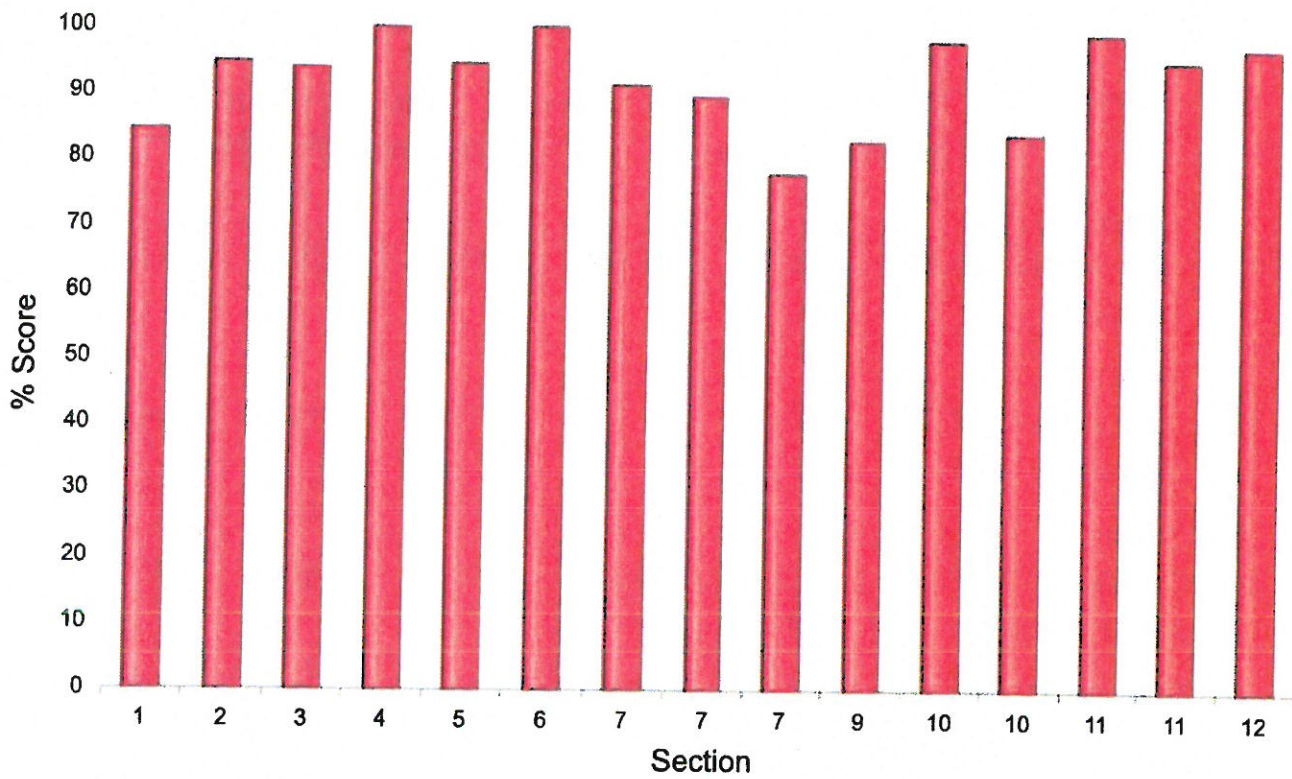
Plan: Download risk treatment plan

Summary: Ballarat Aquatic and Lifestyle Centre (Council) - 22nd Feb 2018

No.	Section	Compliance Score			Safety Score		
		Total Achieved	Total Possible	Percentage %	Total Achieved	Total Possible	Percentage %
1	Section 1 - Work Health and Safety	33.33	35.00	95.24	63.33	75.00	84.44
2	Section 2 - Emergency Planning	38.89	40.00	97.22	80.64	85.00	94.87
3	Section 3 - Qualifications and Training	70.00	75.00	93.33	75.00	80.00	93.75
4	Section 4 - Aquatic Programs	45.00	45.00	100.00	65.00	65.00	100.00
5	Section 5 - Supervision	70.00	75.00	93.33	85.00	90.00	94.44
6	Section 6 - First Aid	80.00	80.00	100.00	115.00	115.00	100.00
7	Section 7 -	80.00	85.00	94.12	105.00	115.00	91.30



Safety Score: Ballarat Aquatic and Lifestyle Centre (Council) - 22nd Feb 2018



Assessment History: Ballarat Aquatic and Lifestyle Centre (Council)

Assessment Date	Assessor	Facility Rep	Council Rep	Details
22.02.18	Eric Allan	Simon Coverdale		view

1st July 2017

CERTIFICATE OF CURRENCY

This is to certify that the following policy reference is current, as at the date stated above.

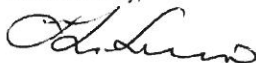
This Certificate provides a summary of the policy cover and is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document.

Insurance Class	Public and Products Liability, and Professional Indemnity
Insured Name	Ballarat City Council
Insured Business	Local Government Authority, as per Policy Definition.
Policy Expiry Date	4.00pm – 30 th June, 2018
Situation	Anywhere in Australia, and elsewhere as per Policy.
Interest	Legal liability to third parties for injury and/or Damage to Property caused by an occurrence in connection with the Insured's business.
Limit of Indemnity	Public/Products Liability \$500,000,000 Professional Indemnity \$500,000,000
Sub Limits of Indemnity	As per Policy.
Deductible:	Public/Products Liability \$20,000 Professional Indemnity \$20,000
Insurer	MAV Insurance, Liability Mutual Insurance.
Policy No.	LMI000226

This certificate of currency provides a summary of the policy cover and is current on the date of issue.

It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,



Frank Loschiavo
Account Executive
Jardine Lloyd Thompson
Service Provider to MAV Insurance Liability Mutual Insurance



Grant Submission to City of Ballarat to support local swimming events

Background

The Midlands and District Amateur Swimming Association (MDASA) is the umbrella body of swimming within the Ballarat district. There are currently 4 clubs who sit under this organisation, Ballarat GCO, Ballarat Gold, Ballarat Swimming Club and Ballarat Masters. MDASA and the four clubs are affiliated with the peak governing body, Swimming Victoria. MDASA was formed some time during the 1960's and has been working with district community swimming ever since.

MDASA strives to promote swimming within the District, at both competitive and social swimming levels. It is important to MDASA that they nurture young swimmers by providing them with access to competition at a local level. We also promote inclusiveness welcoming all who wish to participate. Further to this MDASA ensures that the district has training opportunities available for swimmers of all levels, referees and officials. This in turn supports our local athletes allowing them access to high level competition within Ballarat, which collectively allows MDASA and the clubs to facilitate a pathway for elite swimmers.

We believe that swimming provides significant health and well being benefits to all who participate.

Economic Benefit and rational in holding these events in the 50m pool at Ballarat Aquatic and Lifestyle Centre

The City of Ballarat has made a major investment in swimming infrastructure in the construction of this competition pool. After successfully hosting the Victorian Country Short Course Championships at the Ballarat and Aquatic Lifestyle Center (BALC) in 2015 and 2016, continued support of the center must continue. Swimmers from around the state have achieved "national" times in this pool, resulting in a reputation as a "fast" pool – a desired reputation to hold!

Ballarat Swimming Club now holds their "Top 5" events in the 50m pool and Ballarat GCO have held their long course here for 2 consecutive years. Such events bring an influx of tourists to Ballarat, with accommodation, tourism and eateries benefiting. Our local swimmers also benefit greatly from events being held locally. In previous years many have had to travel to events in a

competition pool of this reputation, which has been prohibitive for some of our families. Increased attendance at such events inspires our athletes to achieve a greater standard of swimming and therefore will lift the standard within the local area, facilitating an elite pathway.

Hosting swimming events is a great opportunity for all the swimming clubs to showcase their ability to foster community recreation and participation in the Ballarat district. This will lead to an overall increase in participation in recreation activities.

Events

MDASA proposes a collaborative application for a grant from the City of Ballarat, for events held by MDASA, Ballarat GCO Swimming Club (GCO) Ballarat Swimming Club (BSC) and Ballarat Gold Swimming Club (GOLD) at the Ballarat Aquatic and Lifestyle Centre (BALC.) We continue to foster good relationships between the clubs and District and we present a collective application for a grant, based on support of all four of the swimming clubs.

MDASA continues to support Eureka pool and has historically held two long distance meets there in November/December yearly. MDASA is not seeking any funding for these two events.

The three District events are as follows:

All Juniors – traditionally held on a Sunday in February 2017 – the date is reliant of Swim Victoria setting the finals of All Juniors. This is a 50m “long course” event that can only be held at either BALC or Eureka. As this is a qualifying meet with local swimmers attempting to qualify to swim at Swimming Victoria’s “All Juniors”, the benefit of hosting this at BALC is paramount. It provides a pathway for local swimmers to compete at State level. There is no comparison in venues for competition at this level, with BALC the premier and preferred venue to host this event.

MDASA Championships and 200m and 400m event – traditionally held on a Sunday in March. Although this event is only for members of the district swimming clubs it provides access to competition at a local level for all swimmers. This year we also introduced opportunities for local swimmers to obtain a National qualifying time at the end of the meet in specifically held heats. This event is also where “age champions” for the district are decided. There are many trophies and shields that have been awarded over MDASA’s rich history, including the Clegg Shield which is held at the Ballarat Gold Museum. MDASA has recently renamed a shield the “City of Ballarat” shield in recognition of support of swimming within Ballarat.

Primary Schools Meet – traditionally held on a Wednesday night in early March. This event has been held at the BALC 25m pool for many years now, and is run for the benefit of participation in swimming of all primary school children. There are approximately 24 primary schools participating, incorporating all schools within Ballarat and as far reaching as Skipton, Daylesford, Cape Clear, Haddon and Clunes to name a few.

The ‘Ballarat GCO Swim Club Long Course Meet’ is the clubs premier event for the year and their major fund raiser, allowing the club to provide opportunities for children in the southern suburbs of Ballarat (Buninyong, Mount Helen, Mount Clear, etc) to develop a higher level of

health and fitness as well as providing development opportunities for swimmers wanting to get into the elite levels of the sport. This competition is held in the last weekend in November to allow swimmers a last chance to qualify for the Victorian State Age Championships. Because of this timing, and the fantastic BALC 50 metre pool, which is hugely popular amongst competitive swimmers from across the state, this meet has consistently attracted over 300 athletes (300 in 2015 and 360 in 2016), plus supporting family members. At least 50% of these are from swim clubs outside Ballarat, from all across Victoria, including Gippsland (e.g. Sale, Traralgon, Morwell), Western Victoria (e.g. Horsham, Warrnambool), Northern Victoria (e.g. Mildura, Bendigo), and many Melbourne metropolitan clubs. Holding this event at the BALC allows Ballarat to showcase our state of the art facility and brings numerous visitors to the city. Starting in 2018, the Ballarat GCO Swim Club is also planning to run an 'Encouragement Meet', in the April timeframe to encourage young swimmers, who are just starting at club level to try competition. As many new swimmers join clubs at the start of the school year this will fill a gap, that currently exists for young swimmers in the Ballarat and surrounding areas, and provides an opportunity for local swimmers to aim for and get involved in competition at least 3 months earlier than they normally would.

Ballarat Swimming Club is the oldest club in Ballarat and perhaps the longest continually running swimming club in Australia. Founded around 1878 the club has enjoyed a continual benefit to the community in fostering swimming for fitness and competition, and being the only club in the district to produce an Olympic swimmer. Ballarat Swimming Club has been running the Top 5 series since 1970, and for many years this has been the major event on the Country swimming calendar, second only to Long and Short Course Country Championships events. Top 5 consists of four meets per year and was initially run out of various pools in Ballarat, solely out of Camp Street from 1975 until 1995, where after it has always been held at the Aquatic Centre in Prince Albert Park. Entrant numbers in the 25m pool were consistently around the 280-swimmer mark until the series began being held in the 50m pool. There were as many as 370 swimmers at the Top5 meets in 2016, and projected numbers for 2017 are up around the 450 mark, with Melbourne VicCentre already booking two busloads of swimmers for the first two meets, at least. The Ballarat Aquatic and Lifestyle Centre is the home pool of Ballarat Swimming Club and has been since the inception of the centre, the club having made a significant financial contribution to the building of the facility, as evidenced by the tiles in lanes 5 to 8 of the 25m facility. The centre is the only training facility of the club, and our not-for-profit funds are spent entirely on lane hire and supporting the functioning of the club to the benefit of our swimmers and the community. Term 4 of 2016 saw the club contribute over \$10,000 in lane hire fees to the BALC.

Ballarat Gold Swimming Club will be holding 2 swim meets per year with the emphasis being participation for our younger and newer swimmers, whilst also allowing our older and stronger swimmers to push for qualifying times. Inclusion will be a feature of our meets with multiclass events offered giving those swimmers an opportunity to compete locally. We will also have relay events to compliment the individual events and provide swimmers of all abilities and ages to swim together in combined relays i.e. mixed, intergenerational, mixed age etc. Since the completion of the 50m pool Ballarat Gold Swimming Club has increased its membership by approx. 40% with the majority of swimmers joining at a younger age. In the same period the benefits of the facility has seen the number of swimmers qualified to swim at a National level double. We believe that the quality of the facilities offered at the Ballarat Aquatic and Lifestyle Centre and the availability of events at the Centre has been a driving force behind both of these results.

Our proposal

Support from the City of Ballarat to hold these events at no charge for pool hire would enable MDASA and clubs within the district to deliver events that we believe generate a positive benefit to the Ballarat Community. The District and all clubs are all run by volunteers on a not for profit basis. We seek your financial support for pool hire, however MDASA and the clubs would still contribute at each event as they currently have with a fee for use of the timing equipment, (further support of BALC is via our existing lane hire agreements which sees the clubs contributing approximately \$80,000pa to the running costs of the centre.) Without your support it is a possibility that the events will not be financially viable and will either not be held at all or be held at other venues that would attract much fewer numbers to Ballarat. As most of these events are of a "long course" nature, they must be held in a 50m pool, which means that there is no conflict with other venues for the Office of Better/Fair Government to review.

The events that the clubs GCO, BSC and GOLD hold will bring an influx of tourists to Ballarat, with accommodation, tourism and eateries benefiting. The canteen at the BALC has experienced the benefit of such events during the MDASA hosting of the Victorian Country Short Course Championships in August, and the four Top-5 meets held during 2016. All clubs would gratefully acknowledge the contribution of Council in our printed media for the meets and upon their websites.

Further to this the hosting of such events within Ballarat has seen growth in membership in most of the clubs. Ballarat Gold for example has had an increase of around 40% particularly in the younger age demographics. A strong presence at BALC by all clubs and swim meets has actually sparked interest in competing. This enables and supports MDASA with the ability to foster community recreation and participation in the Ballarat district.

We hope that you consider this proposal favorably for a four year period and should you require further information please do not hesitate to contact us.

Louise Williams

President

10.3. BALLARAT'S CREATIVE CITY STRATEGY AND CREATIVE PRECINCT MASTER PLAN

Division: Development and Planning
Director: Angelique Lush
Author/Position: Kelli Moran – Economic Development Sector Specialist

OFFICER RECOMMENDATION

Council resolves to:

1. Adopt *Ballarat's Creative City Strategy*
2. Adopt *Ballarat's Creative City Strategy Precinct Master Plan*
3. Note the report on the public consultation undertaken on the *Draft Ballarat's Creative City Strategy and Draft Ballarat's Creative Precinct Master Plan*

EXECUTIVE SUMMARY

The draft *Ballarat's Creative City Strategy* presents a proposed long-term vision for the City, to guide policy and investment for the cultural and creative industries. The strategy is built on comprehensive research and extensive engagement with community and expert stakeholders. It takes a long-term view and outlines a proposed plan to achieve the vision "*Ballarat is an iconic city which inspires creativity, demands discovery and rewards the inquisitive*".

To support the objectives of *Ballarat's Creative City Strategy*, the *Ballarat's Creative Precinct Master Plan* has also been drafted, to guide the future development of the creative precinct in the city. This precinct takes Lydiard Street as its 'spine', but also incorporates the future GovHub neighbourhood, as well as Camp Street and both of Federation University Australia's CBD campuses.

Collectively, and with community support, the strategy and master plan aim to position Ballarat as one of Australia's leading creative cities. By increasing creative participation, attracting and supporting creative talent and developing a world-class creative industry and precinct. It aims to take our intrinsic Ballarat creative spirit and apply it not just to consolidating Ballarat as an internationally-notable centre for arts and culture, but also applying it to our city's continuous innovation, economic growth and social sustainability. It also strives to make Ballarat the city of the sustainable creative practitioner.

RATIONALE

Background

A thriving creative and cultural sector is central to Ballarat's liveability and a key economic driver for the region.

The City of Ballarat's *Council Plan 2017-2021* outlines a vision for 'A proud city, that is bold, vibrant and thriving'. As part of the City of Ballarat's four-year priorities under the goal of 'Prosperity', *Ballarat's Creative City Strategy* has been developed, accompanied by the *Ballarat's Creative Precinct Masterplan*.

Ballarat's aspirations for a creative city share a strong alignment with State Government policy, including the adoption of *Creative State* and the passing of the *Creative Victoria Act 2017*. This Act acknowledges the economic value of the creative industries, which currently make up eight per cent of the economy, contributing \$23 billion a year to gross state product (GSP) and generating around 220,000 jobs (Creative Victoria, 2017).

As a result of economic analysis undertaken during the project to develop the strategy, Ballarat's creative economy was valued at \$747 million in 2016 (total economic output), providing 1,940 creative industry jobs (4% of total Ballarat jobs). Ballarat has a higher concentration of creative industries and jobs than other regional areas.

There is increasing awareness of the role that creativity and ideas generation play in attracting talent and encouraging a vibrant and prosperous city. In addition to facilitating an outstanding creative and cultural offering to our community and visitor economy, *Ballarat's Creative City Strategy* has carefully considered how the creative industries can play an integral role in driving innovation in the city. This includes the migration of aspects of the creative process and problem solving by design to other sectors such as healthcare, education, manufacturing, tourism and service industries, to underpin a more competitive economy.

The Ballarat Strategy (2015), which outlines the City of Ballarat's vision for the planning and growth of the city to 2040, highlights two key platforms for change – a city which remains compact, and a city which is greener and more vibrant. This includes activating the CBD as a vibrant destination for working and living – encouraging inner city housing, activation of streets, laneways and public spaces and encouraging night-time, out of hours and out of seasonal activation of the CBD's public spaces through arts, culture, events and illumination. It also highlights the importance of managing Ballarat's unique heritage, landscape and character as an integrated Historic Urban Landscape (HUL) – an intention firmly supported by the City of Ballarat's plan to sustain Ballarat's heritage, *Our People, Culture & Place* (2017). All of this has been front of mind in conceiving both *Ballarat's Creative City Strategy* and the accompanying *Ballarat's Creative Precinct Master Plan*.

Objectives

Based on the extensive consultation to date, Ballarat's ideals for our future creative city are:

Ballarat's Current Creative Sector	Ballarat's Future Creative City ideal
Good at presenting creativity	Presenting, nurturing and professionalising creativity
Good at bringing external shows into Ballarat	Promoting both local and external talent to visitors and local audiences
Good at grassroots creativity and promotion	Selling our home-grown creative products to external markets
Great flagship cultural institutions	Innovative and experimental cultural offerings in addition to world-class cultural institutions
Great arts education at a secondary and tertiary level	Creative education and participation throughout the whole community
Good promotion and strategy by certain individuals and establishments	A shared creative city vision and brand for the whole of Ballarat
Good emerging creative industries	A strong creative industry sector which has found its competitive edge

Ballarat's Creative City Strategy strives 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 broker 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.

The strategy proposes to do this via three platforms for creative growth:

1. **Creative Participation** is vibrant and sustainable
2. **Creative Talent** is attracted and supported
3. **Creative Industry and Precinct** is world-class

It discusses how the 'spark of creativity' is present in the thinking and practice of artists, industries and small businesses all through our city, and that we should all play a part in helping that 'spark' grow, incubate and flourish. It also espouses a mission to develop Ballarat as "**an economy and a community powered by STEAM**". This was strongly supported by stakeholder input, and recognises the increasing importance of combining the creative skills of the 'arts' with the critical analysis skills of 'science, technology, engineering and mathematics' to keep us at the forefront of innovation – providing a genuinely human-centric response to Ballarat's opportunities and challenges, in our industries or our community.

The preparation of this Strategy was initiated and funded by the City of Ballarat. However, it is a plan for coordinated action by all stakeholders in aspiring to the vision for our creative city, not just Council. As such, the strategy's proposed actions are based around providing a response to what the community said they wanted, making suggestions for how different segments of the community can play their part (ie general community members, creatives, businesses/organisations, Council, State Government and creative industries).

In addition to the Strategy, the Creative Precinct Master Plan sets a vision and strategies for a Creative Precinct, and proposes a series of key projects or initiatives that could take place over the short to long-term (ie to 2040) to achieve this. 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. Again, it is a master plan not just for Council to own; for example, it incorporates a range of proposals relating to Federation University Australia's own intentions for its CBD buildings.

The Precinct Master Plan aims to support Ballarat as a creative city, through creating a vibrant, inclusive and participatory place to live, work, study, create and visit. It examines the precinct by looking at it in terms of four 'neighbourhoods', each with their own character: the Civic Hall Neighbourhood; the Camp Street Neighbourhood; the Town Hall and Theatre Neighbourhood; and the Innovation Neighbourhood.

In order for the Precinct Master Plan and the Creative City Strategy to be successful, they will require coordinated, collaborative and strategic actions from a broad range of stakeholders. Collective ownership from key stakeholders, such as the local community, large and small businesses and all levels of government will be vital to the success of an engaged and prosperous creative community. City of Ballarat have now appointed a Coordinator Creative City to drive the delivery of the Strategy from a City of Ballarat perspective.

CONSULTATION

Significant public consultation was undertaken to shape *Ballarat's Creative City Strategy* and *Ballarat's Creative Precinct Master Plan*. This took place in three phases:

Phase 1 (March 2018):

- Creative City webpage launched 2 March 2018
- MySay online survey asking about the community's aspirations for a creative city and precinct master plan open from 2 March – 25 March. Sixty detailed submissions were made.
- Four stakeholder workshops held 14/15 March, with 66 participants from the creative community
- A community drop-in session held 15 March (Mining Exchange), with approximately 20 attendees
- Over 20 targeted interviews with key stakeholders, business leaders and industry experts
- Face-to-face meetings with businesses and land owners throughout the creative precinct

Phase 2 (May 2018):

- Publication of background papers and video on mysay webpage on 11 May 2018, with opportunity for community to comment (2 submissions)
- Project manager presentation to Creative Industries Meet Up, 9 May 2018 – approx. 15 attendees
- Community conversation with Bryce Ives at Lost Ones Basement Bar, 21 May 2018 – approx. 40 attendees
- *Ballarat's Creative City Charrette Workshop* (full day) held at Ballarat Tech School, 31 May 2018 – over 50 participants from a range of creative and allied sectors – to produce an outline sketch of the draft strategy and master plan

Phase 3: Consultation on the drafts (28 November 2018 – 1 February 2019):

- Publication of drafts on mysay webpage on 28 November 2018, with opportunity for community to comment (37 submissions received)
- Direct invitations sent to approximately 420 stakeholders to view the drafts and respond
- A series of three videos to support the consultation and drive traffic to the mysay webpage
- A public consultation public event held 11 December, attended by over 150 community members and facilitated by a range of 'creative ambassadors'. This resulted in a rich amount of feedback on the drafts
- A creative-led response: Two local artists pasted the draft strategy up in Police Lane and held readings and performances to encourage responses – this resulted in 'graffiti' responses to the drafts, on the paste-up.

All of this consultation feedback was extrapolated into 305 individual issues, which were distilled into 32 themes. A report was produced which discussed each of those 32 themes, with City of Ballarat's response to them, and an indication of whether they resulted in a change to the versions of strategy or master plan being presented to Council for adoption. The report on the public consultation is being presented to Council for noting. It has also been shared with the community via the project web page.

The majority of feedback received during the consultation related to specific suggestions and ideas for implementation of the strategy and master plan, and as such will be further reviewed throughout the process of formulating specific action plans for delivery.

The key change made to the documents as a result of the feedback received was the inclusion of a new section explaining the concept of Ballarat being a 'city powered by STEAM' in a different way, ie instead using the analogy of the 'creative spark'. It also explains how implementation will be built around the layered concepts of 'maintain, extend, attract and retain, broker and monitor'. This concept will provide the basis for the next stage of implementation plans by the City of Ballarat.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- The Ballarat Strategy (2015)
- Our People, Culture and Place – A Plan to Sustain Ballarat's Heritage (2017)
- City of Ballarat Economic Program (2015-2019)

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
Economic	Yes	Yes
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	Yes
Evaluation and Review	Yes	Yes

Human Rights – It is considered that this report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

Social/Cultural – Social and cultural implications have been of paramount consideration throughout the development of the strategy and master plan. One of the original outcomes sought from the project was that the 'cultural life of the community is enriched' (original Investment Logic Mapping workshop, July 2017). The strategy identifies the positive social and cultural benefits for all community members of greater participation in cultural and creative life, and this is embodied in a number of suggested actions - for example 'creative outreach' to marginalised communities, or greater civic and cultural participation in the creative precinct. No negative implications have been identified.

Environmental/Sustainability – There will be potential sustainability implications from taking forward some of the creative precinct suggestions in the future. These elements will be further explored as packages of work are funded and commissioned in the future.

Economic – The development of the strategy has been underpinned by an economic rationale from the outset, given the potential positive economic implications for the city in implementing the strategy and master plan. Our creative industries currently have an output of \$747 million (2016) and we can only benefit from increasing this.

Financial/Resources – Whilst the strategy and master plan are intended to be owned and implemented by the whole community, there will be implications for City of Ballarat in facilitating aspects of its delivery. This has initially required the allocation of 1 FTE to program manage / monitor its delivery, calling upon an internal implementation group of existing staff. Delivery of certain elements of the strategy or components of the master plan will need to be costed, and where necessary bids for State, Federal or other funding will be made.

Risk Management – A risk management strategy has been in place throughout the development of the strategy and master plan, primarily resulting in the level of governance and consultation that has taken place (the highest risk being that of the negative impact on the project of inadequate consultation). A risk management strategy will also be required as part of the implementation / delivery phase.

Implementation and Marketing – A detailed communications plan has underpinned the community consultation phases and will also influence the adoption/launch of the final documents. An internal implementation group, chaired by the Director of Development and Planning, has already been established to oversee the implementation and marketing of the strategy and master plan once adopted.

Evaluation and Review – The strategy suggests targets that will be used to measure the city's progress towards the goals of the strategy. All targets are measurable and will be monitored and reported on regularly (eg annually) by staff of the City of Ballarat. The details of this will be determined further by the internal implementation group established to oversee delivery.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

ATTACHMENTS

1. Ballarat's Creative City Strategy FINAL April 2019 **[10.3.1]**
2. Ballarat's Creative Precinct Master Plan FINAL April 2019 **[10.3.2]**
3. Report of Consultation on Draft Creative City Strategy and Master Plan March 2019 **[10.3.3]**

BALLARAT'S CREATIVE CITY STRATEGY

FINAL APRIL 2019



Art Gallery of Ballarat
Artist: Inge King
Architect: Searle x Waldron Architecture
Photographer: John Gollings

VISION

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

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 Warrung 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.

EXECUTIVE SUMMARY

BALLARAT IS AN INHERENTLY CREATIVE CITY. IT IS AN INNOVATIVE CITY. IT IS A CITY BUILT ON A UNIQUE AND RICH PAST.

Ballarat is an inherently creative city. It is an innovative city. It is a city built on a unique and rich past. From its strong indigenous culture, to a nineteenth century global rush for gold, to a twentieth century exploration of its own story and narrative – sometimes dark, sometimes rebellious, always changing. Ballarat has always been a city not afraid of revealing its layers, its evolution, its spirit.

A city visibly built from the wealth of one of the remarkable eras in world history, Ballarat has a heritage landscape that is already world class and worth celebrating. We are a place that was built on high stakes, by the risk takers, the innovators, the radicals and by people with a vision, ideas and a desire to leave a legacy.

Ballarat has always been full of creative energy. It also has a past that will continue to be questioned. It is a city with the tensions of history pulling against the spirits of future optimism to reveal a whole new set of stories. Herein lies the Ballarat creative ecology. What talents do we wish to celebrate and share with the world? What is it to be a city that has found its creative edge? What is it to be a city which is culturally confident, ambitious, always regenerating - celebrating our past, present and future?

Our elders are returning and demonstrating their creative talent and our young indigenous artists are now presenting on the world stage. We have the rich legacy of the Royal South Street Society, and our community theatre companies and performing arts schools are producing world class musicians, dancers, performers. Just ask any major theatre company in Australia how many of their performers are Ballarat alumni. Furthermore, our collectives of grassroots and rare trades artists are flourishing, sharing their passion with each other and the community.

We have successful platforms for presenting creative talent, and this includes Australia's finest regional art gallery and theatre and our arts festivals which are attracting international attention. In addition, we have unique space, places, laneways that are activated by public and street art.

Our music scene and venues are established and one of a kind, and we are home to orchestras, pub rock acts, opera, jazz festivals, and punk.

In recent years we have seen our creative industry sector emerge and produce digital video games, fashion, jewellery, architecture and all manner of designer and artisanal products. Then there is our tech and innovation sector, which is taking it all to a new level.

We in Ballarat are culturally rich. And we are ready to demonstrate it – to our community and to the world. Our residents have told us of their aspirations for Ballarat's Creative City Strategy and how it will contribute to a Ballarat that is proud, bold and thriving.

We acknowledge that to achieve our ambitions, we all need to celebrate what we have, nurture our talent, collaborate on realising our visions and support our cultural and creative industries.



Image: Pitcha Makin Fellas, 'More than One Golden Nation' (2017), acrylic on board



THE SPARK

Creativity is at the heart of our city's future. A creative city is one that can wear the changes in economic forces, that drives businesses to grow and delivers greater community cohesion and wellbeing. The creative sector in Ballarat is crucial to our prosperity, helping create better places to live and work. Creative thinking is what will help all sectors to blossom, and underpin a healthier, happier and wealthier city.

This strategy is about all of us. The Creative City Strategy for Ballarat has been designed to capture the voice of our extensive community, and to directly feed it into the action plans and activities we want to implement over the next few years. In turn, this strategy will support the wider plans for our city to be led and informed by great design.

The spark of creativity drives everything. That spark is present in the intensely trained artist building a body of work, to the problem-solver in a major multinational, to an innovator bringing new thinking to an old problem, to the tiny micro-business just starting out in a lounge room. Harnessing that spark is what this strategy is all about.

Providing the right environments to help that spark grow, incubating it, helping to get it established and flourishing – that's where we can all play a part.

WHAT ARE BALLARAT'S CREATIVE CITY IDEALS?

The creative city strategy is futureproofing the City of Ballarat, by assisting in the incubation, establishment and sustainability of the creative individual and sectors, and ensuring we help unleash the City's potential.

Ballarat is a city dedicated to embedding creativity within its very fabric.

During our three phases of community consultation during 2018¹, we had conversations with diverse and highly motivated groups of community members who told us that in more recent times, Ballarat's identity has been building on the strengths of an emerging, passionate, independent and vibrant creative community that works across a very diverse range of practice which is challenging norms. When asked to envision the future of Ballarat as a creative city, some of the key themes that were discussed by our community included Ballarat as a place for incubating, educating and establishing creative talent; Ballarat as a place where doing and being creative is embraced, valued and nurtured as a business; and tapping into unique characteristics and strengths of the City to build a strong narrative and growth across creative industries.

In this document you will see all voices and comments captured and see how all of our contributions have helped shape the development of the strategic thinking.

The next steps are to turn these thoughts and intentions into action, and we are going to do exactly that.

¹To find out what our community wanted, we held an online survey to ask: What we value, what can we be, and how can we position ourselves as Australia's leading regional creative city? We also conducted: a community drop in session on Lydiard Street; 4 stakeholder workshops attended by over 70 local artists, creatives and community groups; over 20 targeted interviews with key stakeholders, business leaders and industry experts; face-to-face meetings with businesses and land owners throughout the creative precinct.

An analysis of community feedback and research was presented online in a series of background papers (see City of Ballarat's Mysay website: <https://mysay.ballarat.vic.gov.au/creative-city>). These were presented at a full day 'charette-style' conference attended by over 50 creative and broader industry sector leaders to formulate the broad structure of this Strategy including its vision, strategic goals and actions. A draft of the strategy was developed - which brought together all of this input. This was released for public consultation in late 2018 for a period of approximately 10 weeks, resulting in final edits to produce this document.

We strive to make Ballarat the city of the sustainable practitioner

Based on our conversations, Ballarat’s future ideals for our Creative City are:

BALLARAT’S CURRENT CREATIVE SECTOR	BALLARAT’S FUTURE CREATIVE CITY IDEAL
Good at presenting creativity	Presenting, nurturing and professionalising creativity
Good at bringing external shows into Ballarat	Promoting both local and external talent to visitors, local and international audiences
Good at grassroots creativity and promotion	Selling our home-grown creative products to external markets
Great flagship cultural institutions	Innovative and experimental cultural offerings in addition to world-class cultural institutions
Great arts education at a secondary and tertiary level	Creative education and participation throughout the whole community
Good promotion and strategy by certain individuals and establishments	A shared creative city vision and brand for the whole of Ballarat
Good emerging creative industries	A strong creative industry sector which has found its competitive edge

DEFINITION OF CREATIVITY AND CREATIVE SECTORS:

The definitions of creativity and creative sectors are often hotly contested. In the Ballarat Creative City Strategy we define creativity as problem solving, design, invention, crafting, making and the connection of the unconnected to create something new.

The creative sectors are wide and embracing, and the lines between creative fields are increasingly blurred. The term creative sector describes a wide range of activities. Some of these activities are amongst the oldest in history, and others have only come into existence with the advent of digital technology. Some of them are established to sell goods and services, others may be designed to create bodies of work.

The creative sectors are growing in importance to our local economy. These sectors employ people, sell goods, drive thinking forward. They tend to be innovation-led and knowledge intensive, and can fall into the categories on the following page (which are non-exhaustive).

Image: City of Ballarat



Image: City of Ballarat



ADVERTISING

MOVING IMAGE

DIGITAL GAMES
DEVELOPMENT

WRITING

ARCHITECTURE

MULTIMEDIA

EVENTS

GASTRONOMY

BROADCASTING

MUSIC AND
PERFORMING ARTS

FASHION

SCULPTURE

CERAMICS

GALLERIES,
LIBRARIES, ARCHIVES
AND MUSEUMS

RESEARCH AND
DEVELOPMENT

PUBLIC ART

CRAFTS

PUBLISHING

PERFORMING ARTS

VISUAL ARTS

PHOTOGRAPHY

CURATION

SOFTWARE AND
TECHNOLOGY

FILM

DESIGN



BALLARAT – AN ECONOMY AND COMMUNITY POWERED BY STEAM

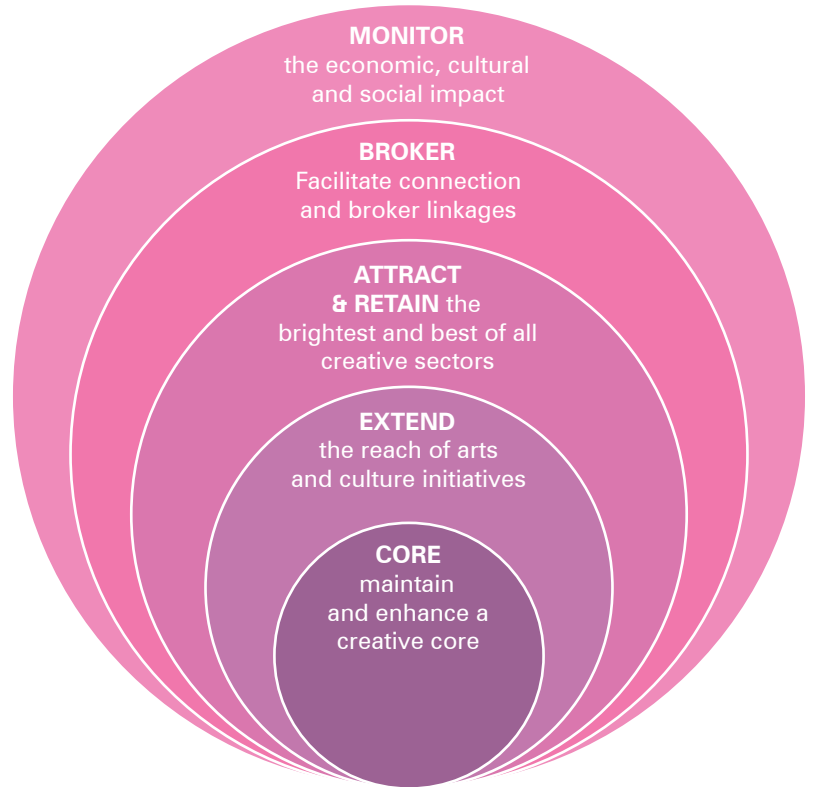
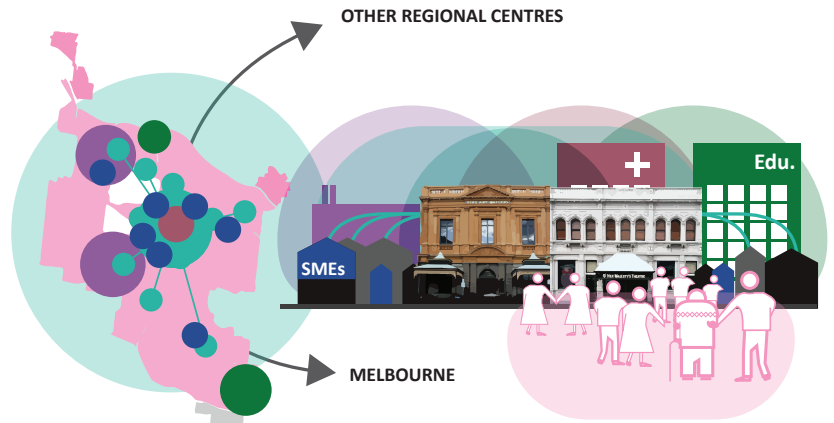
Ballarat increasingly recognises that the integration of skills associated with science, technology, engineering, arts and mathematics (STEAM) will provide our community with higher order abilities to deal positively with our 21st century global challenges.

Through our consultation process, our community clearly asked for a community with:

- A strong creative core
- Embedding creativity into the wider life of Ballarat
- A clustering of sustainable creative industries and activities
- The brokering of creative relationships and links between industries and sectors
- Stimulation and support for wider creative impact, reaching deep into the very fabric of the City

Ballarat’s Creative City Strategy strives 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,



HOW WILL WE REALISE OUR VISION?

A part for everyone to play...

We will realise our vision if we all play our part in making it happen. Whilst the preparation of this strategy has been initiated and funded by the City of Ballarat, it espouses the aspirations and ideals of our whole community. As such, it proposes a whole-community approach to delivery. It is a strategy for the whole of our

city, with an accompanying master plan for our Creative Precinct more specifically. It is an open invitation for each of us to take a leading role. The strategy therefore makes suggestions for how different players in the community – be they community members, artists, Council, businesses and organisations, the creative industries or government - can contribute to delivering on the actions on the following page.

Image: Freya Hollick, by Michael Weston



OUR THREE PLATFORMS

PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

Catapult 1. Visible Creativity – always something happening

A1. Inspire with an annual program of stimulating, frequent and authentic creative events and offers within Ballarat.

A2. Take opportunities to use temporary and other structures and spaces as a canvas for local creative expression

Catapult 2. Improving access, sustaining creative industry professionals

A3. Provide income streams and pathways to support Ballarat's creative industry professionals

A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses

Catapult 3. Sustainable funding and investment

A5. Deliver creative industry funding models which are sustainable and increase investment in the local creative sector

A6. Encourage greater investment in the city by creative industry organisations and businesses, leading to increased jobs and funding for the local creative sector

Catapult 4. New audiences, participants and markets

A7. Provide creative-skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity

A8. Involve more marginalised socio-economic groups, schools, sporting clubs and community groups in the arts and creative industries

A9. Reduce barriers for everyone to access inspiration around all segments of Science, Technology, Engineering, Arts and Maths (STEAM)

A10. Properly understand audience segments and their aspirations

PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

Catapult 5. Can-do creativity

A11. Support a strong creative learning ethos in Ballarat which produces the skills and talent we need to realise the vision of the Creative City strategy

Catapult 6. More places to create and share

A12. Continue to unlock underutilised real estate in Ballarat to support creative industries

A13. Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and development of their creative practice

A14. Develop more opportunities for creative co-working, mentorship / networking and professional development

Catapult 7. Unleash the thinkers, doers and influencers

A15. STEAM Up Ballarat - apply our creative capacity to discover break-through innovations for our industries and community

PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD CLASS

Catapult 8. Ground-breaking institutions and cultural offerings

A16. Demonstrate Ballarat's bold, innovative and creative spirit to our community and to our visitors through the world-class offerings of our major institutions and venues

Catapult 9. Love and embrace the heritage and cultural canvas

A17. Tell the distinctive Ballarat story - of our people, culture and place - through our creative works and offerings to our local community and to our cultural visitor market

Catapult 10. Creative precinct distinctiveness and creativity in the public domain

A18 Ballarat's creative precinct master plan is implemented and owned by everyone

A19 Ballarat's creative precinct is a place to live, create, study and visit

A20 Ballarat's creative precinct is a place that showcases and celebrates Ballarat's assets, stories and people

A21 Ballarat's creative precinct is a place that supports playfulness, flexibility and experimentation

A22 Ballarat's creative precinct is a place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons

OUR SEVEN STRATEGIC GOALS

To measure our progress in delivering on the strategy, seven goals are set – each with their own measurable targets. These are not necessarily in a priority order and include, for example, targets to:

- Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030 (Goal 2),
- Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030 (Goal 4); and
- Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030 (Goal 7)



Goal 1:
Ballarat is a creative city with entire community participation

Goal 2:
Ballarat is a city in which artists and creatives can sustain professional careers and prosper

Goal 3:
Ballarat has a strong domestic audience and consumer market for local creative product

Goal 4:
Ballarat's cultural economy and market is continually growing

Goal 5:
Ballarat is a city with strong representation of a variety of creative industries

Goal 6:
Ballarat is a city where strong creative capabilities are used throughout industry and the community

Goal 7:
Ballarat has a high quality creative precinct, which is vibrant, playful and tells the unique Ballarat story

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Image: Beverin Street Mural Project, Sebastopol 2017
Paul Round (Bailer) and Michael Porter with community participants.
City of Ballarat in partnership with Ballarat and District Aboriginal Cooperative.
Funded through the Department of Justice Community Graffiti Prevention Grant Program.



A Plan Owned By All



HOW TO READ THIS STRATEGY

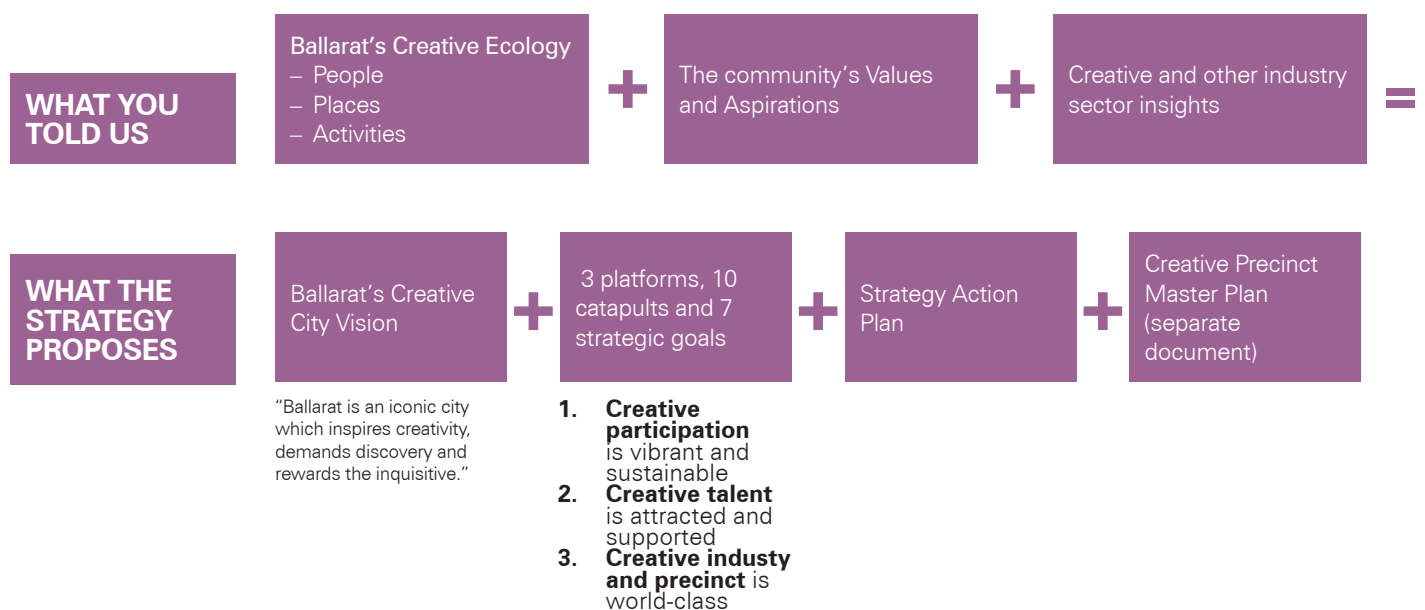
The preparation of this Strategy was initiated and funded by the City of Ballarat. However, it is a plan for coordinated action by all stakeholders to achieve the vision of a 'Creative City'.

The State Government, industry, education and training institutions, community groups and creatives themselves will each have a part to play, to realise this collective vision. The action plan suggests parts that might be played by everyone.

This strategy has been built by collating the information provided throughout the consultation period for the project. This engagement has informed the final vision, 3 platforms / 7 strategic goals, and more detailed initiatives.

The *Creative Precinct Master Plan* sets a vision and strategies for a creative heart for the city that is world-class. It aims to create a vibrant, inclusive and participatory place to live, work, study, create and visit. It examines the precinct by looking at it in terms of four 'neighbourhoods', each with their own character: the Civic Hall Neighbourhood; the Camp Street Neighbourhood; the Town Hall and Theatre Neighbourhood; and the Innovation Neighbourhood.

The Master Plan proposes a series of key projects or initiatives that could take place over the short to long-term (ie to 2040) to achieve this. These initiatives could include policy and capital works that support upgrades to the public realm; building upgrades and modifications; and the promotion of activation and engagement events. It will require commitment and input from a range of stakeholders to deliver.





Introduction

WHY DO WE NEED A CREATIVE CITY STRATEGY?

We know of the role that creativity and ideas generation play in attracting talented individuals and organisations into our city. Cultural and creative industries contribute greatly to our city's liveability, vibrancy and prosperity. Furthermore, the sector has the capacity to make a significant contribution to job creation and innovation in other industries.

Since the advent of Richard Florida's 'creative class' in 2002², urban planners, designers, architects, economic development practitioners and government policy makers have become increasingly aware of the role that creativity and ideas generation play in attracting talent and encouraging vibrant and prosperous cities.

While there is consensus that the cultural and creative industries make an unrivalled contribution to the liveability of our cities, since the spread of Florida's concept of the creative class, new challenges for the city have emerged. These challenges include rapid gentrification, rising unaffordability and social segregation.

The City of Ballarat has carefully considered how a creative city might address these challenges by exploring how cultural and creative industries can be positioned to play an integral role in driving innovation for a healthy and more equitable future. This includes the migration of aspects of the creative process and problem solving by design to other sectors such as healthcare, education, manufacturing, tourism and service industries, to underpin a more competitive economy.

The *Ballarat Strategy* (2015), which outlines the City of Ballarat's vision for the planning and growth of the city to 2040, highlights two key platforms for change – a city which remains compact, and a city which is greener and more vibrant. This includes activating the CBD as a vibrant destination for working and living – encouraging inner city housing, activation of streets, laneways and public spaces and encouraging night-time, out of hours and out of season activation of the CBD's public spaces through arts, culture, events and illumination. It also highlights the importance of managing Ballarat's unique heritage, landscape and character as an integrated Historic Urban Landscape (HUL) – an intention firmly supported by the City of Ballarat's plan to sustain Ballarat's heritage, *Our People, Culture & Place* (2017). All of this has been front of mind in conceiving both *Ballarat's Creative City Strategy* and *Creative Precinct Master Plan*.

Ballarat's aspirations for a creative city share a strong alignment not just with City of Ballarat policies but also with State Government policy, including the adoption of Creative State³ and the passing of the Creative Victoria Act (May 2017). These signaled a 'new era for creativity in Victoria' by expressing State Government's vision and support for a whole of sector approach to Creative Industries (Creative Victoria, 2017). The Creative Victoria Act⁴ acknowledges the economic value of the creative industries, which currently make up eight per cent of the economy, contributing \$23 billion a year to gross state product (GSP) and generating around 220,000 jobs (Creative Victoria, 2017).

²Richard Florida's book the 'Rise of the Creative Class' proposed that the presence and concentration of 'bohemians' or creatives in cities engenders an environment or milieu which in turn attracts the 'creative class', talented and educated professionals working in knowledge-based industries including business and finance, technology, healthcare, medicine, law and education.

³Creative State is Victoria's first creative industries strategy and designed to grow Victoria's \$23 billion creative and cultural economy, turbocharge local creative enterprises, create new jobs and employment opportunities, and bring social and cultural benefits to Victorians. See <https://creative.vic.gov.au/about/creative-state> for further details.

⁴<https://creative.vic.gov.au/news/2017/parliamentary-act-signals-new-era-for-creativity-in-victoria>

BALLARAT'S CREATIVE CITY STRATEGY IS ALIGNED TO A NUMBER OF EXISTING STRATEGIC DOCUMENTS PUBLISHED BY THE CITY OF BALLARAT. THESE DOCUMENTS, OF VARYING PLANNING HORIZONS, GUIDE THE FUTURE DIRECTION OF BALLARAT AS FOLLOWS:

