

Image from left, top-bottom:

- Live Music Strategic Plan 2016-2021 | City of Ballarat
- Ballarat Public Art Master Plan | City of Ballarat
- Making Ballarat Central: Ballarat CBD Strategy (2010) | City of Ballarat
- Today, Tomorrow, Together: The Ballarat Strategy 2015-2040 | City of Ballarat
- Council Plan 2017-2021 | City of Ballarat
- Our People, Culture & Place, A plan to sustain Ballarat's heritage 2017-2040 | City of Ballarat

The City of Ballarat aspires to be Australia's leading regional creative city. This will improve the quality of life which the City offers its residents. Moreover, the City wants to harness the potential of its cultural and creative industries to contribute to a stronger local economy and a more self-sustaining community.

## WHAT DO WE WANT TO BE?

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, stakeholders from across the sector pointed to ways to support, nurture and leverage the local creative community from the grassroots level upwards in a way that binds the sector.

Some of the key themes that were discussed 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.

Based on these conversations, Ballarat’s current creative sector features and future creative city ideals are:

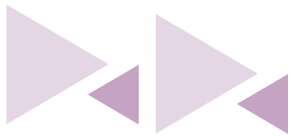


Image: Kat Pengelly- Fashion for Funerals, 2017  
 Photo- Chippy Riviera  
 Model&Makeup- Eve Ristrome-Gallimore  
 Hair- La Belladonna



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

## WHAT ARE BALLARAT'S UNIQUE QUALITIES THAT WILL MAKE OUR VISION POSSIBLE?

**Ballarat is a city with a strong identity based on its rich heritage and character, with deep roots into Victoria's Indigenous culture<sup>5</sup> and the nation's sense of democracy and social inclusion. The city's stories hold latent potential to propel and sustain creative activity. This, in turn, can be leveraged to build economic and wider community value for all, and to surprise and delight our visitors.**

What is our launching point for achieving our vision? We need to understand our competitive advantages. Here's what Ballarat said<sup>6</sup>:

### OUR INNOVATIVE AND RESOURCEFUL SELF-STARTERS

We have strong examples of entrepreneurialism, commitment and investment in our core CBD and surrounding areas by some remarkable independent

players who are already showing their cultural confidence. These are the thinker, the doers, the collaborators. Ballarat's innovative and resourceful self-starters are taking the lead in promoting the City and generating fresh content, initiatives and venues. We have fantastic established grassroots independent arts organisations. The demonstrated commitment and strength of Ballarat's local creative network and its established community arts practice is a distinct competitive advantage.

### OUR CREATIVE EVENTS ARE ALREADY PUTTING US ON THE NATIONAL – AND WORLD - STAGE

The City is host to an impressive number of creative events which are continuing to grow in national and international prominence. We have well recognised and well attended seasonal festivals, makers markets and design forums. Ballarat also has a history of staging creative industry events for the tech and design industry to entice local students into careers in the digital video games industry. Ballarat has a 10-year events strategy which acknowledges this creative city strategy and the associated creative precinct master plan as a cornerstone element in delivering sustainable success for Ballarat's events future.<sup>7</sup> Our events are only going to get better.

### WE HAVE EXCELLENT FLAGSHIP CULTURAL

<sup>5</sup>The region extending over parts of the Traditional Country of the Wadawurrung and Dia Wurrung peoples (City of Ballarat, 2015)

<sup>6</sup>The Creative City Strategy 2040 is built on comprehensive research and extensive engagement with community and expert stakeholders, including online surveys, drop-in sessions, workshops and key stakeholder interviews.

<sup>7</sup>Ballarat Events Strategy 2018 – 2028

Image: City of Ballarat, White Night



## INSTITUTIONS

Her Majesty's Theatre is a treasured and historic institution which has played a central part in the cultural life of Ballarat since it first opened its doors in 1875. It in turn is home to the Royal South Street Society, which had its humble beginnings in 1879 and has now grown to become one of the largest and the longest running performing arts eisteddfod in Australia.

Ballarat's capacity to foster creativity and to educate and engage through the arts is built into its design. The Art Gallery of Ballarat (AGB), established in 1884 and opened in 1890, is the oldest regional gallery in Australia. Started by the vision of citizens of Ballarat - forebears such as James Oddie - a digger who made his fortune and saw an art gallery as a way for his fellow citizens to look beyond their everyday lives and be inspired and edified by the Fine Arts - the gallery now presents the history of Australian Art to the current time. It also looks closely at the work of local and regional artists and works depicting the growth of Ballarat. With a strong legacy of philanthropy and growing visitor numbers, the gallery engages well with the local community and offers quality education programs and creative outreach. In addition, we have a strong local presence of galleries, libraries, archives and museums.

Our historic CBD has always been a creative learning

space for innovation and the arts since the city was established - it has operated across key cultural institutions such as the Ballarat Mechanic's Institute and the Ballarat School of Mines and has since spread to other parts of our municipality. Add to these some other historical treasures such as the Ballarat Mining Exchange, the Ballarat Trades Hall, the former Post Office. Coupled with this are newer and emerging locations such as the National Centre for Photography. In the creative precinct alone we have beautiful venues calling out for their rightful future place in Ballarat's Creative City story.

We also have strong creative sectors outside of the CBD, located in our suburbs. For example, Sovereign Hill is an internationally-renowned cultural museum, playing a significant role in the local and state economy, and actively collaborating with other cultural and creative institutions in Ballarat.

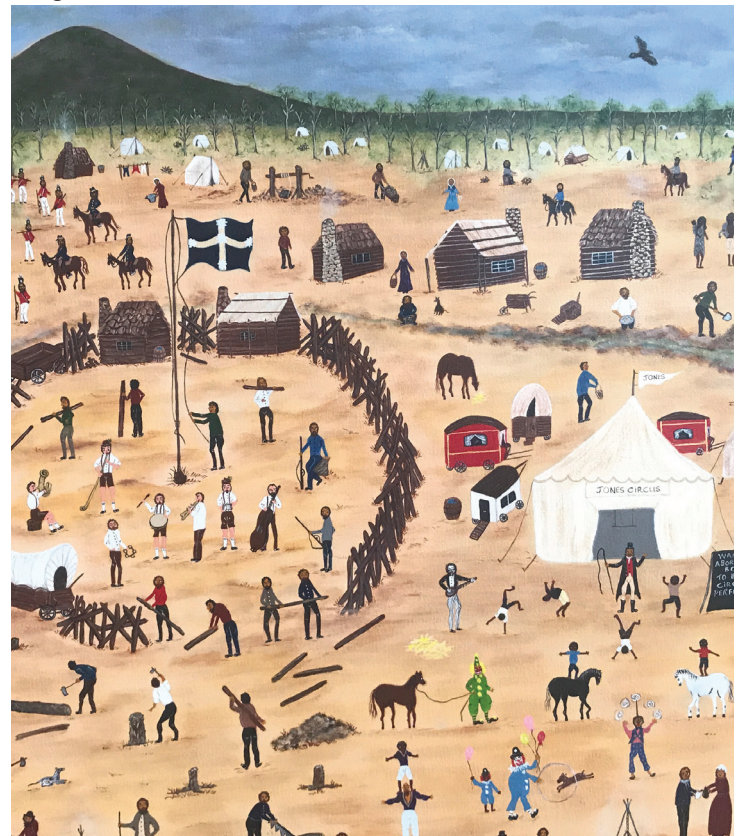
## OUR FIRST NATIONS ARTISTS ARE PROUDLY TELLING THEIR STORIES

An increasing awareness of Indigenous creativity and culture in Ballarat has come with the emergence of our local Indigenous artists on the national stage and the embeddedness of local Indigenous art in our gallery and festivals. From both within and outside of

Image: Her Majesty's Theatre, Ballarat



Image: Marlene Gilson, Jones Circus, 2017



the Indigenous community, there is an urgency to use this momentum to embed Indigenous narratives and creativity in our education, places and communities, not only to build on the awareness of the value of Indigenous creativity and culture, but also to empower our citizens to draw on creativity as an outlet for personal, community and economic growth.

### **WE HAVE INNOVATION, GLOBAL CONNECTIONS AND TRANSFORMATIVE GROWTH**

The home of one of the remarkable eras in world history, Ballarat was at the heart of the global rush for gold. This saw a new global economy, industrial innovation in mining, trade unionism, multiculturalism, parliamentary democracy – all expressed as part of the narrative of that time and in our place.

Ballarat is still home to innovative and globally connected enterprises. The old School of Mines provided the legacy for our own independently governed local university, Federation University Australia. The cutting-edge mining technology of the gold rush era has handed the baton to Gekko, a

world leader in the production of gold processing and low-energy mining solutions. Add to that global food manufacturers such as Mars and McCains, international leaders in digital transformation such as IBM, and local advanced manufacturers such as Albins and Haymes, and we are continuing to play a confident part in the new global economy. Government services also have a strong presence in Ballarat and GovHub is soon to significantly boost the critical mass of this employment in the central business district.

Furthermore, the City has several strategic projects in the pipeline which will see the CBD transform over coming years. The establishment of Ballarat's new Tech School, the launch of the State Government's startup accelerator programs in the Flecknoe building, Council-managed start up programs for entrepreneurs, and the appetite of Ballarat's key employers for partnership, design thinking and STEAM innovation signals a new era for creativity as a driving force for the Ballarat economy.

Image: Ballarat Arts Foundation: Tim Bignall, 2016 grant recipient



Image: Ballarat Tech School



# The Ballarat Community's Aspirations for a Creative City

## WHAT YOU SAID YOU WANTED FOR BALLARAT AS A CREATIVE CITY<sup>8</sup>. WE CALL THESE THE '10 CATAPULTS'.

- |  |   |   |
|--|---|---|
| 1. Visible creativity – always something happening in Ballarat   | 2. Improving access, sustaining creative industry professionals | 3. Sustainable funding and investment   |
| 4. New audiences and participants                                | 5. Can-do creativity  | 6. More places to create and share      |
| 7. Unleash the thinkers, doers and influencers                   | 8. Ground-breaking institutions and cultural offerings          | 9. Love and embrace the heritage canvas |
| 10. Precinct distinctiveness and creativity in the public domain |   |   |



<sup>8</sup>To 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?
- 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

In addition, an evidence base was gathered around three themes - the creative economy of Ballarat, the creative ecology and its networks and constituents, and the structure and functionality of the designated creative precinct.<sup>8</sup> Four background papers covering these themes plus the results of community feedback are available online via City of Ballarat's Mysay website: <https://mysay.ballarat.vic.gov.au/creative-city>

This information and an analysis of a community feedback survey was 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.



These aspirations can be assembled into 3 platforms for creative growth, each supported by our catapults:

## PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

### CATAPULT 1. VISIBLE CREATIVITY – ALWAYS SOMETHING HAPPENING IN BALLARAT

#### WHY? WE LOVE THAT THERE IS ALWAYS SOMETHING TO DO AND SEE IN BALLARAT.

We asked the community what they loved about creativity in Ballarat and they told us. The annual calendar of festivals, events and activities. This included everything from grassroots initiatives, live music, theatre, family activities, art trails, and on-street activation, to programming at flagship institutions such as the Art Gallery of Ballarat.

Overall, 82 per cent of responses to the online survey rated Ballarat’s public events as exceeding a reasonable standard through to world class. Let’s keep it up.

**“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!”**

Image: Ballarat International Foto Biennale



### CATAPULT 2. IMPROVING ACCESS, SUSTAINING CREATIVE INDUSTRY PROFESSIONALS

#### WHY? WE WANT OUR CREATIVES TO BE ABLE TO MAKE A LIVING DOING WHAT THEY LOVE.

Support for a multi-investment approach to realising Ballarat’s potential as a creative city was a strong theme across community feedback.

Suggestions for achieving a creative city included activating the CBD with increased residential and better utilisation of underutilised and vacant space, public and private contributions for cultural infrastructure, business support for creative industries, improved marketing and promotion of our creatives and their offerings, strong arts education and great career pathways for creatives.

**“Infrastructure to help train and educate those in the creative industries as to how to become sustainable and profitable enterprises...micro loans instead of grants for creative industries.”**

Image: Ballarat Get Into Games Expo





### CATAPULT 3. SUSTAINABLE FUNDING AND INVESTMENT

#### WHY? WE WANT TO ATTRACT AND KEEP OUR CREATIVE TALENT IN BALLARAT.

Ballarat has a growing population of creative practitioners and is thought to offer an affordable base to start new creative ventures. Ensuring Ballarat continues to be a sustainable place for artists to live and work will put in place strong foundations for a growing creative city.

**Investment in creative industry that allows graduates from Fed Uni courses to remain in Ballarat and work locally. Investment into housing and working spaces for artists, creative entrepreneurs and arts workers, in the heart of the arts precinct.**

### CATAPULT 4. NEW AUDIENCES, PARTICIPANTS AND MARKETS

#### WHY? WE WANT AN EMBEDDEDNESS OF ARTS, CULTURE AND CREATIVITY IN THE LIVES OF ALL OUR CITIZENS.

The community would like to see the strategy and precinct masterplan contribute to a culture of participation and inclusion. We place value on embracing diversity in our community, and this extends to diversity of creative expression. We are proud that Ballarat's ongoing work to make the city a more culturally diverse and welcoming place has resulted in it becoming the first city in Australia to join the Council of Europe's Intercultural Cities Network.

**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.**

Image: Ballarat Arts Foundation: Mio Bayley, 2017 grant recipient



Image: City of Ballarat



## PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

### CATAPULT 5. CAN-DO CREATIVITY

#### WHY? WE WANT A CREATIVE CITY THAT IS SUPPORTIVE AND COLLABORATIVE.

We want pathways and processes that promote and sustain our creatives. Where there is no place for factionalism and siloed activities, and where conservative attitudes are a thing of the past. We want to give ourselves permission to experiment in what we create and who we create it with. We want a city where can-do creativity is about being creative in whatever we do; that it does not necessarily mean being a professional seeking to make a living from creative practice.

**Remove factionalism between different arts & cultural disciplines; and recognise that 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 more.**

### CATAPULT 6. MORE PLACES TO CREATE AND SHARE

#### WHY? WE WANT TO CREATE TOGETHER.

Collaboration and co-working spaces were viewed by the community as important to extremely important by 92 per cent of respondents. It is important to the community that collaboration spaces are visible to the public. More shared spaces to create opens opportunities for knowledge exchange and professional development. Not to mention the innovation and ideas that can result from the collaboration of creative minds and skills.

**A large collaborative co-working space in CBD. Perhaps in one of the empty buildings on Camp St - the arts precinct.**

### CATAPULT 7. UNLEASH THE THINKERS, DOERS AND INFLUENCERS

#### WHY? WE WANT TO SUPPORT AND PROMOTE INNOVATIVE IDEAS AND DREAMS.

Ballarat has a number of influencers and 'thinkers and doers' operating throughout the region. The community expressed a strong appreciation for the depth and breadth of the current creative network as well as the leadership and initiative taken by independent actors. We want to see these ideas taken to a new level in Ballarat.

**The future is hybridised innovation. The blend of immersive, technical, digital and artistic endeavours is critical. We need to promote "failing fast and bounce back" immersive innovation and creative entrepreneurship.**

Image: City of Ballarat Westlake Trio



## PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD-CLASS

### CATAPULT 8. GROUND-BREAKING INSTITUTIONS AND CULTURAL OFFERINGS

**WHY? WE LOVE OUR FLAGSHIP INSTITUTIONS AND WANT THEM TO BE WORLD-CLASS. WE WANT TO DELIGHT OUR VISITORS WITH OUTSTANDING CULTURAL OFFERINGS AND EVENTS.**

Ballarat's flagship institutions are highly valued by the community; 84 per cent of respondents believed the current offer meets and/or exceeds expectations. We want our institutions to continue to flourish and enrich our cultural lives.

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

Image: Día de Muertos (Day of the Dead) celebration held in conjunction with the Romancing the Skull exhibition at the Art Gallery of Ballarat.



### CATAPULT 9. LOVE AND EMBRACE THE HERITAGE AND CULTURAL CANVAS

**WHY? WE WANT TO TELL OUR 'LOCAL' STORY TO OUR COMMUNITY AND VISITORS.**

The community uphold the built, cultural and environmental heritage of Ballarat as a point of difference and a legacy which should be preserved over time. This included celebrating our Indigenous and multicultural heritage. Support for incorporating and encouraging fresh perspectives was also expressed. The community indicated a desire to also see the contemporary aspects of the city promoted.

**Prioritise exposure and educational resource to telling the Indigenous story of Ballarat and Australia over the common European component.**

### CATAPULT 10. CREATIVE PRECINCT DISTINCTIVENESS AND CREATIVITY IN THE PUBLIC DOMAIN

**WHY? WE WANT A WORLD-CLASS CREATIVE PRECINCT AND WE WANT OUR PUBLIC SPACES TO DEMONSTRATE OUR CREATIVITY.**

Feedback from the community indicated the community would like to see a high quality creative precinct. The highest value was placed on the following: a general sense of vibrancy; green spaces and parklands; public art; a general sense of safety; ease of access; places for people to express themselves; interpretation of Ballarat's stories and history; quality of finishes and materials at ground level; street trees and places to live.

**A creative workplace/collaboration space would naturally bring more people during the day and more performing arts venues would bring more people in at night. More people = vibrancy, safety and creativity.**

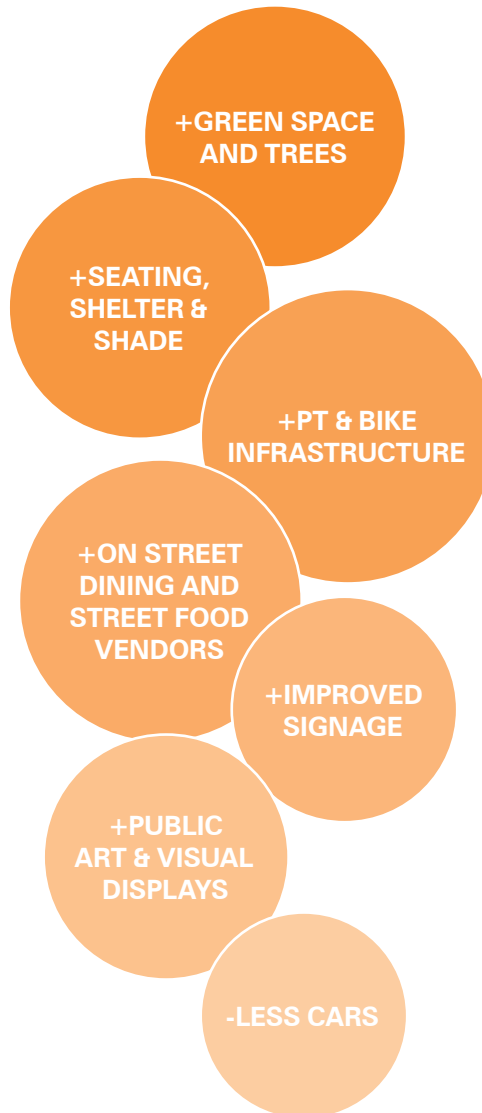
**Humanise the streets - make them comfortable to walk, sit, eat outdoors. Create communal spaces both outdoor and indoor that feel comfortable and welcoming. Value comfort and vibrancy over high-tech and cool/architecturally designed.**

FIGURE 1: THE PRECINCT, WHAT WOULD YOU LIKE TO SEE MORE OF - OVERVIEW OF KEY THEMES

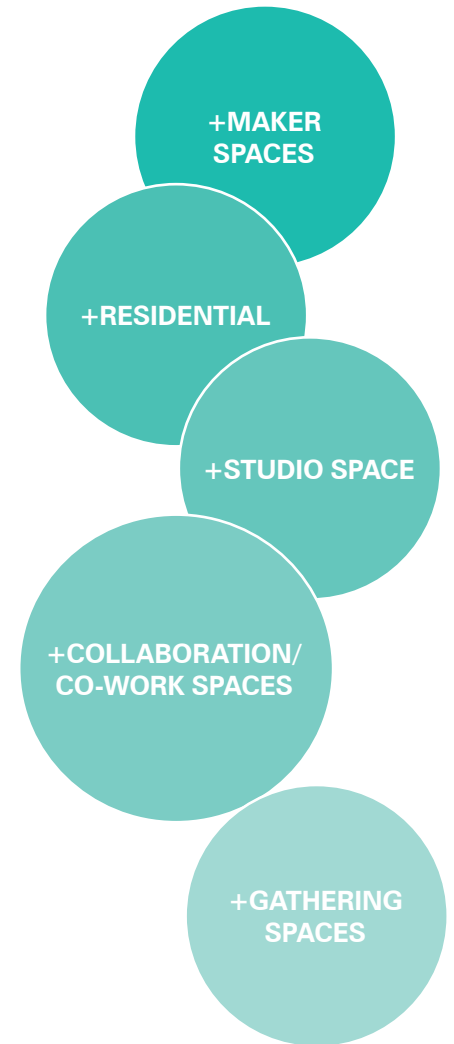
### SUGGESTED ACTIVITIES



### PUBLIC REALM IMPROVEMENTS

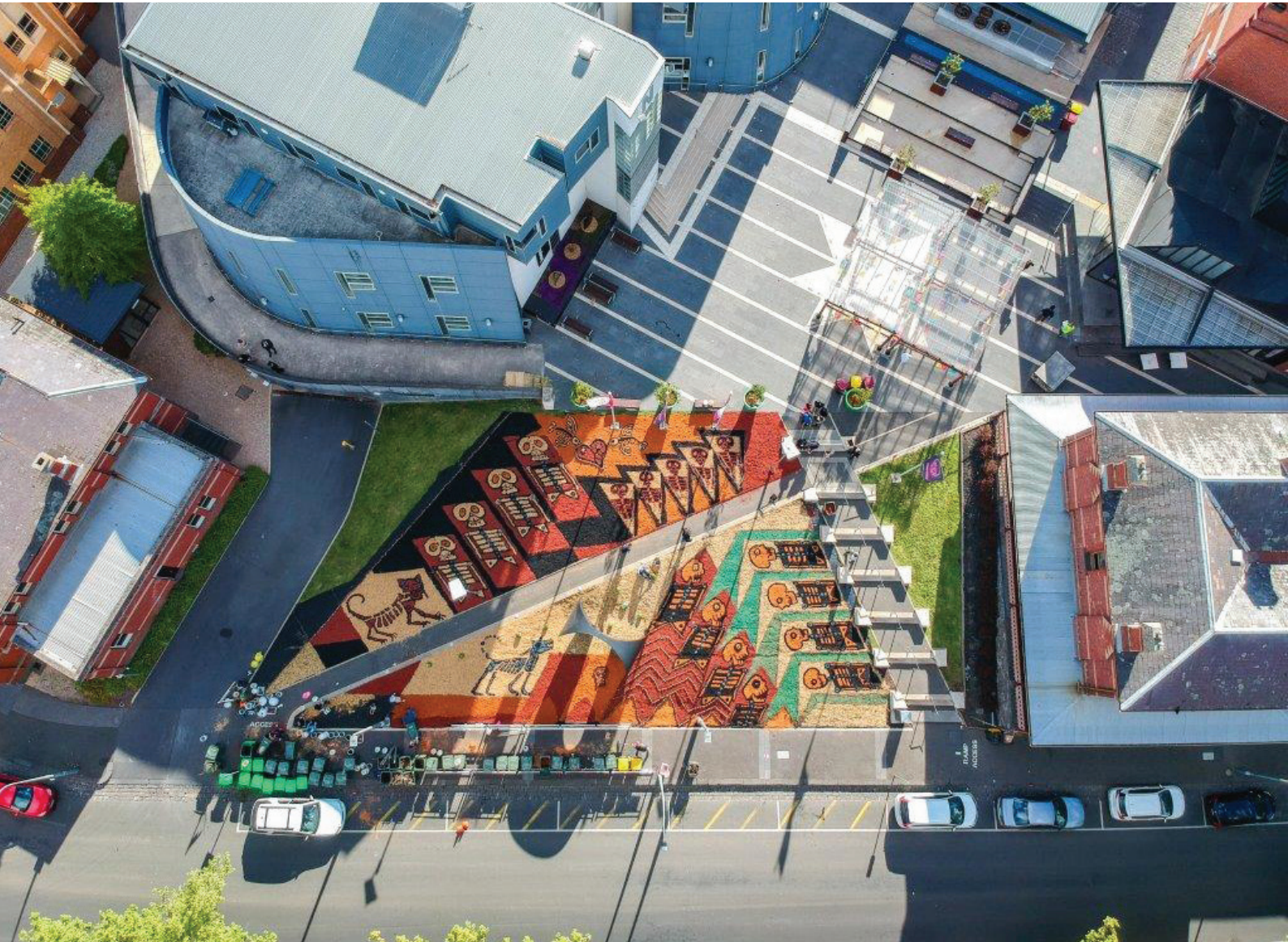


### TYOLOGY OF SPACES



Source: SGS Economics and Planning, 2018.

Image: Día de Muertos (Day of the Dead) celebration held in conjunction with the Romancing the Skull exhibition at the Art Gallery of Ballarat. Artist: Alejandro Lira



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# What will we do to get there?

## SEVEN STRATEGIC GOALS FOR BALLARAT'S CREATIVE CITY STRATEGY

These seven strategic goals and their related targets provide the framework for how we will track our progress on the strategy. They derive from the platforms and catapults and will provide us with a focus for measurement and evaluation of how Ballarat is progressing in heading towards its Creative City vision.



### 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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## GOALS AND MEASURES OF SUCCESS

### GOAL 1 – BALLARAT IS A CREATIVE CITY WITH ENTIRE COMMUNITY PARTICIPATION

**Ballarat has a cohesive community that sees a role for this strategy in promoting a culture of equity, participation and inclusion in Ballarat.**

This goal recognises Ballarat’s rich Aboriginal culture and heritage and its ongoing role in shaping the city. Furthermore, this goal highlights the need to take creative programming and capacity to underserved groups and community members.

#### Targets

More than 50 per cent of Ballarat households will actively take part in at least one nominated cultural / creative program each year, by 2030.

Indigenous programming will be evident in at least 30 per cent of the City’s creative and cultural events calendar, by 2030.

### GOAL 2 – BALLARAT IS A CITY WHERE ARTISTS AND CREATIVES CAN SUSTAIN PROFESSIONAL CAREERS AND PROSPER

**A critical mass of artists and creatives is at the core of a healthy creative ecosystem and fundamental to the success of the Strategy.**

This goal places artists and creatives at the centre and seeks to overcome the barriers identified during stakeholder engagement to sustaining a professional career in Ballarat.

#### Target

Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.<sup>9</sup>

### GOAL 3 – BALLARAT HAS A STRONG DOMESTIC AUDIENCE AND CONSUMER MARKET FOR LOCAL CREATIVE PRODUCT

**A strong domestic audience and consumer market for artistic and creative product generated locally is a necessary precondition to expanding Ballarat’s cultural exports.**

This goal responds to insights from the creative sector which revealed an over-reliance on external markets and highlighted a need to find a balance between nurturing local grassroots creativity with showcasing established touring work.

#### Target

Triple the aggregate number of attendances at (nominated) events and institutions<sup>10</sup> in Ballarat, from residents, between 2018 and 2030.

### GOAL 4 – BALLARAT’S CULTURAL VISITOR ECONOMY AND MARKET IS CONTINUALLY GROWING

**Establishing a distinctive brand for Ballarat’s creativity and its flagship institutions is an opportunity for the City to showcase itself as a creative city and build a stronger visitor economy.**

This goal aims to grow Ballarat’s cultural visitor economy and market and will build on the strength of Ballarat’s flagship institutions and events as well as Ballarat’s tourism marketing campaigns.

#### Target

Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.<sup>11</sup>

<sup>9</sup>ABS Place of Residence Data 2016. Category: Music, Performing and Visual Arts. Currently 120 artists and allied creatives in the Ballarat LGA in 2016.

<sup>10</sup>Attendance at cultural events and institutions (as measured by ABS <http://www.abs.gov.au/Culture-and-Recreation>)

<sup>11</sup><https://www.tra.gov.au/Research/Regional-tourism/local-government-area-profiles>

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**GOAL 5 – BALLARAT IS A CITY WITH STRONG REPRESENTATION OF A RANGE OF CREATIVE INDUSTRIES, WHO LEVERAGE THEIR COMPETITIVE NICHES**

**Ballarat currently has a solid cultural and creative industry presence. However, to realise our vision for Ballarat’s Creative City we need to boost the number of jobs in our creative industries.**

Ballarat needs to identify niche creative industry sectors that can grow based on the unique advantages of the City and its excellent links to Melbourne.

**Target**

Achieve 3,000 jobs in Creative Industries (excluding arts and culture) by 2030.<sup>12</sup>

**GOAL 6 – BALLARAT IS A CITY WHERE STRONG CREATIVE CAPABILITIES ARE USED THROUGHOUT INDUSTRY AND EMBEDDED WITHIN THE COMMUNITY**

**The City of Ballarat is committed to building the creative skills and capabilities of local industry and the community in Ballarat to achieve the full STEAM vision.**

This will contribute to a stronger local economy and a more self-sustaining community in the long term.

It will be essential to take full advantage of education assets, key employers with an interest in STEAM innovation and existing policy making around the promotion of innovation.

**Target**

Increase the proportion of STEAM qualified professionals<sup>13</sup> in the Ballarat labour force from 14 per cent to 20 per cent by 2030.

**GOAL 7 - BALLARAT HAS A HIGH-QUALITY CREATIVE PRECINCT, WHICH IS VIBRANT, PLAYFUL AND TELLS THE UNIQUE BALLARAT STORY**

**Delivering a world-class creative precinct at the heart of the Ballarat CBD will see the central city along Lydiard Street to the Federation University SMB campus in the south transform in coming years.**

Achieving high quality outcomes for the public realm will provide tangible evidence of the success of Ballarat as a Creative city. The strategic directions and actions for this goal are set out in a separate Creative Precinct Masterplan, which accompanies this document.

**Target**

Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030.

<sup>12</sup>Total Creative industries jobs currently 1,500 ABS POW Data, 2016.  
<sup>13</sup>STEAM qualified professionals currently make up 14% of the workforce compared with 20% for Greater Melbourne. ABS Census data, QALFP - 2 Digit Level by LGA (POW) and LFSP Labour Force Status by LGA (POW). STEAM qualified professionals = ABS Non-School Qualification: Field of Study, 01. Natural and Physical Sciences; 02 Information Technology; 03 Engineering and Related Technologies; 10: Creative Arts.



## ACKNOWLEDGEMENT OF COUNTRY

The first foodies & farmers of Ballarat were, of course, the Wathaurung people whose association with this region of thousands of years. Their connection with and dispossession of land is acknowledged.

We pay respect to their elders past present and future. It's with appreciation that we thank them, and the extended Australian Indigenous community, for sharing your culture and enabling us to enjoy Australian bushfoods today.

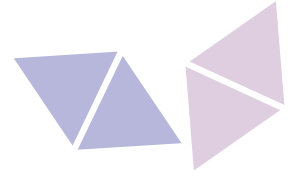
Today we explore, experience and share these bushfoods with respect to the original heroes of this iconic Australian landscape.



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## REALISING THE VISION – THE ACTIONS:

Our 3 platforms and 10 catapults provide the high-level framework for achieving our vision; the following 22 actions are what we will all do to make it happen. The following pages provide examples and suggestions of the roles everyone can play in doing that.



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### 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**

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### 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

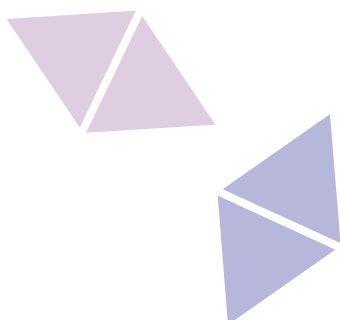
**A12. Continue to unlock underutilised real estate in Ballarat to support creative industries**

**A13. Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and the 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**



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### **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 cultural and heritage 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**

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Image: Rachel Grose, Pearls for the Artful Duchess, 2018





**The actions:  
How might we  
support them?**

**Everyone**

**THIS IS A STRATEGY FOR EVERYONE AND  
AN OPEN INVITATION FOR EACH OF US  
TO EXPRESS OURSELVES AND SUPPORT  
CREATIVITY IN OUR CITY! TOGETHER WE  
CAN ACHIEVE OUR VISION FOR A VIBRANT  
AND INCLUSIVE CREATIVE CITY.**

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## HERE ARE JUST A FEW SUGGESTIONS FOR HOW YOU CAN CONTINUE TO CONTRIBUTE...

**Bring a can do and supportive approach to encourage all forms of STEAM powered creativity!**

**Attend** as many art and creative events as you can- for example Her Maj and Art Gallery of Ballarat, and bring with you people who have never been before. Make it an annual event to catch up with your family!

**Enjoy** the unique cultural offerings in Ballarat – be a ‘tourist’ in your own city (eg visit the Ballarat Mechanics Institute Reading Room, go see the Eureka flag, enjoy the Indigenous sculpture park at Lake Wendouree North Gardens, take a ghost walk of the CBD)!

**Buy local!** Support your local creatives by attending their exhibitions and shows and purchasing their work; by seeing local live music acts; by going to the theatre in Ballarat and surrounds.

**Support and embrace** new technologies and trends and their distinctive application in Ballarat. Encourage your children to tell you about the new applications of science and technology they are learning in school, and discuss with them what new possibilities these provide for our future lives and for their future careers. Discuss how human creativity is still always going to be at the heart of that innovation.

**Use your social media connections** to promote creatives when you see something you like across town.



**Consume and support creative work that pushes the traditional boundaries,** adopting new technologies and techniques (eg virtual reality, computer-generated or advanced engineering techniques).

**Before seeking out creative industry services** outside of Ballarat, explore whether there is a local business who might provide what you want (eg architectural services, bespoke fashion design, web design or photography) - create the demand for new businesses to enter the local market.



# Artists, Artisans & Creatives

OUR CREATIVE CITY BEGINS WITH OUR VALUED VISUAL AND PERFORMING ARTISTS, MAKERS, MUSICIANS, GALLERISTS, CURATORS AND COMMUNITY ARTS LEADERS – YOUR CONTRIBUTIONS ARE WHAT MAKES OUR CITY SPECIAL AND UNIQUE. WE NEED YOUR ONGOING SUPPORT TO ACHIEVE OUR VISION AND HOPE TO WORK ALONGSIDE YOU TO SUPPORT YOUR ENDEAVORS!

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**HERE A JUST A FEW SUGGESTIONS FOR HOW YOU CAN CONTINUE TO CONTRIBUTE...**

**Professionalise your practice. Engage in business management workshops, co-working or professional mentoring opportunities to learn new skills to grow your business.**

**Explore new applications of technology in your own practice.** Attend community spaces such as fabrication laboratories to learn from others how to use new engineering equipment such as 3D printers or laser cutters. Collaborate with those with engineering and tech skills to produce innovative work that excites your audience.

**To make work in Ballarat is to say something about Ballarat simply by default.** Seek out grants and support to make that story louder and clearer.

**Find out what information you can about the audiences** for your output (eg access existing data/research or gather your own).

**Consider whether taking part in a facilitated urban renewal scheme** is something you could do to develop your creativity into a business and if so put yourself forward.

**Participate in our major events and festivals** (eg apply for commissions or exhibitions).

**Utilise existing co-working spaces in Ballarat where they are suited to your work** - and take advantage of the networking and collaborative opportunities.

**Support the work of others** (eg prioritise local creative practitioners or businesses when seeking services to develop, execute or present your work).

**Find new ways to collaborate.** Join a collective or share your skills and knowledge with other creatives and community members through workshops, mentorships and artist talks.



# Council

**THE CITY OF BALLARAT FUNDS AND MANAGES THE ART GALLERY OF BALLARAT, HER MAJESTY'S THEATRE, CIVIC HALL, BALLARAT MINING EXCHANGE, BACKSPACE GALLERY AND EUREKA CENTRE. IN ADDITION, IT PROVIDES FUNDING AND STAFFING RESOURCES FOR A NUMBER OF LIBRARIES, AND A RANGE OF EVENTS, ARTS SERVICES AND ACTIVITIES. BY LEVERAGING THIS SIGNIFICANT INVESTMENT AND OTHER ORGANISATIONAL CAPABILITIES AND RESOURCES, THE CITY CAN CONTINUE TO CONTRIBUTE IN SOME OF THE FOLLOWING WAYS...**



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## HERE ARE JUST A FEW SUGGESTIONS FOR HOW COUNCIL CAN CONTINUE TO CONTRIBUTE...

**STEAM up Ballarat! Facilitate programs, partnerships and opportunities to merge creativity, technology and entrepreneurship to provide continual innovation for our community and industries.**

**Commission public art projects** specifically designed to engage a range of groups within Ballarat's communities and to showcase our heritage (eg First Nations).

**Broker partnerships** with local innovative industry, creatives and commerce leaders, with the mandate of creating awareness within the business sector on the value of design thinking and to provide opportunities for the business sector to support the creative sector.

**Attract creative industries to Ballarat**, via a focussed investment attraction campaign - to grow start ups or attract existing businesses.

**Institute regular community labs**, where artists/ creatives collaborate with the community, industry and policy makers to develop innovative solutions to the challenges and opportunities of Ballarat.

**Explore options** for a Developer Contributions Scheme and/or a Floor Area Uplift Scheme to direct towards public benefits associated with the creative city strategy - such as public art, affordable housing and or live/work spaces for artists.

**Leverage Ballarat's UNESCO relationships** to seek designation in the Creative Cities network and progress the Goldfields World Heritage listing.

**Continue to be creatively confident in funding and curating** major events and creative opportunities throughout the city.

**Scope a creative outreach program** - to engage diverse communities in creative activity across all parts of the city.

**Facilitate creative collaboration**, eg by exploring options for artistic co-working spaces, continuing to provide exhibition spaces, and leveraging events to give creatives more opportunities to exhibit and market their products.

**Provide a facilitative service** for creatives, to navigate any applicable Council regulatory processes for creative activities and projects.