

Image: Cecilia Ambros, Head of Creative Studios, NA @ Amazon Advertising, at Pause Fest's inaugural Speaker Ambassador Program, Ballarat



# Businesses & Organisations

WE INVITE YOU, OUR INNOVATIVE BUSINESSES AND THOUGHT LEADERS TO EMBRACE AND SUPPORT OUR CREATIVES AND OUR MISSION FOR A STEAM POWERED COMMUNITY AND ECONOMY.

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

**Embrace creative design thinking for business innovation and digital disruption opportunities.**

**If you engage artists, ensure you pay fair rates** in line with industry codes of practice (eg NAVA for visual artists).

**Collaborate and share** your data on customers, growth areas and emerging business opportunities.

**Provide mentoring or professional development** workshops for creatives wishing to develop their business management skills (eg marketing and promotion, business management, business angels for creatives).

**Our tertiary sector** can encourage higher degree research that measures and strengthens the impact of creative culture in our regional context, by providing expanded opportunities for research and collaboration through regeneration, cultural, art and heritage events and programs with other metro and regional centres.

**Consider** sponsorship of education and skill-development programs or other contributions such as donation of spaces, materials and marketing.

**Consider sitting on a not for profit board in the creative sector,** to share your business expertise

**Use your own business networks** to promote Ballarat as a great creative city that actively supports new creative talent and businesses.



# Creative Industries

YOU ARE OUR DESIGNERS, FILM MAKERS, DIGITAL GAMES DEVELOPERS, PUBLISHERS, ARCHITECTS, AMONG MANY OTHERS – YOUR CREATIVE SERVICES ADD VALUE TO OUR COMMUNITY AND ECONOMY.

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

**If you have a creative entrepreneurial start-up idea, consider putting yourself forward for a start up or accelerator program in Ballarat.**

**Assist institutions such as the Tech School** and tertiary, TAFE and other education and training providers on curriculum content relevant to Ballarat's anticipated future creative industries skills base.

**Consider how you might physically or virtually co-locate with other allied creative industries to create Ballarat 'clusters'.** The benefits of these clusters (agglomeration effects) can in turn attract more firms from similar industries to the same location (eg Abbotsford Convent in Melbourne or Salamanca in Hobart).

**Examine your supply chains** and try to use them to support other local creative industries wherever possible.

**Be entrepreneurial in how you approach your business!** Think about the opportunities offered by new technologies and take advantage of opportunities in Ballarat's start up ecosystem to explore those ideas (eg master classes on digital disruption, boot camps and accelerators to explore your business ideas, use of co-working spaces to meet like-minded people who you might collaborate with).

**Locate your business in a prominent street front property** where it is visible to the public and assists with activation of our city and awareness of our growing creative industry base

**Highlight via your own marketing and promotion how STEAM skills** have contributed to your form of creative expression.



# State Government

THE VICTORIAN STATE GOVERNMENT HAS SET AN AMBITIOUS VISION VIA CREATIVE STATE, ITS STRATEGY TO STRENGTHEN AND GROW THE STATE'S CREATIVE INDUSTRIES AND THE VALUE THEY BRING TO VICTORIANS. THE STRATEGY IS SUPPORTED BY SIGNIFICANT FUNDING TO IMPLEMENT ACTIONS AND SUPPORT IS ALREADY PROVIDED FOR ACTIVITIES AND EVENTS IN BALLARAT.

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## HERE A JUST A FEW SUGGESTIONS FOR HOW STATE GOVERNMENT CAN CONTINUE TO CONTRIBUTE...

**Allocate grant funding with the intent of strengthening Ballarat's reputation as a city for creative excellence.**

**Continue to provide the STEAM skills** of the future to young people via secondary education (eg the Ballarat Tech School model).

**Use existing regional investment attraction programs** to highlight the creative industry opportunities in Ballarat.

**Continue to provide funding and support** for major events, festivals, exhibitions and tourism experiences in Ballarat.

**Pilot creative outreach programs** in Ballarat, to involve more marginalised groups.

**Apply a lens of 'creative placemaking' to State-funded infrastructure projects**, which considers affordable spaces for creative people to come together in facilities that are designed to generate positive cultural, social, economic and environmental benefits for the entire community (eg akin to Artscape in Toronto).

**Work with Council** to attract or create a leading institution dedicated to the exploration of experimental contemporary art in Ballarat (eg like MONA in Hobart).

**Work with the Federal government** and local councils to submit the Serial Listing of the Central Victorian Goldfields to UNESCO for World Heritage Listing.

**Ensure regional relevance** of resources, research, toolkits and training developed for the creative sector (eg Creative Victoria resources).

Artist: Louise Bourgeois,  
*Maman*, 1999  
Guggenheim Bilbao



# Those who think big

**BALLARAT NEEDS BIG CREATIVE THINKERS TO BRING TO LIFE OUR ASPIRATIONS FOR MAKING A CREATIVE IMPACT ON THE GLOBAL STAGE.**

**LET'S PURSUE OPPORTUNITIES AND EXPERIENCES WHICH ARE WORLD CLASS AND BUILD BALLARAT'S INTERNATIONAL CREATIVE REPUTATION.**

**WHAT COULD INSPIRE BALLARAT'S MONA EFFECT (HOBART), WHERE FOCUSSED CREATIVE ENDEAVOUR SENDS POSITIVE RIPPLES THROUGH BALLARAT AND SETS UP THE CREATIVE ECONOMY FOR ALL TO ENJOY AND BENEFIT?**

**Realise a culture of major philanthropic or commercial creative funding, where the funding of creativity is at a level per capita far in excess of the rest of Australia.**

**Take risks** on local undiscovered creatives and venues which have their own vision but need an opportunity to thrive.

**Host of one of Australia's best music festivals** building on Ballarat's legendary past in shaping contemporary Australian music.

**Partner with established foundations and institutions to curate, host and exhibit globally ground-breaking installations** and exhibitions which are inspired by Ballarat but relevant to the world (eg MPavillion).

**Embrace digital disruption** and attract businesses who are changing industries for the 21st century. In a globalized world, Ballarat should build on the success of global residents such as IBM to push for other leaders in artificial intelligence, digital services – eg the headquarters of UBER, Google.

**Be the Digital Gaming Capital of regional Australia** offering the access to Melbourne and international games development opportunities for those who prefer the lifestyle of Ballarat and who can leverage its affordability when building their games studio or tech businesses.

**Hospitality as an art form** - building on experiences like Underbar, raise the expectation of what it is to eat and be hosted in Ballarat. For example, imagine staying in an Art hotel?

**Digitise the Ballarat economy** so existing businesses have the capabilities to thrive in the digital world.

**Pursue an international standard contemporary art museum**, uniquely Ballarat but inspired by the big thinking and execution of Guggenheim, Centre Pompidou, MONA.

**Curate an iconic creative visitor experience for the CBD**, acting as a catalyst for the CBD tourism industry, and leveraging overnight stays (eg Paris Catacombs).

**Insert your big idea here.....**  
The success of Ballarat as a creative city needs big picture thinking, passion and a can-do approach to make it happen.



# APPENDIX

## THE ACTIONS: HOW MIGHT WE ALL SUPPORT THEM?

The actions of the Creative City strategy are actions that we can all take. Based on the feedback we've received, we've compiled ideas as to how all sides of community can support the vision and mission of a truly creative city.

Catapult 1 Visible creativity – always something happening

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A1. Inspire with an annual program of stimulating, frequent and authentic creative events and offers within Ballarat.	<p>Make the most of our continuing calendar of art and creative events, and bring with you people who have never been before. Make it an annual event to catch up with friends and family.</p> <p>Think about attending other venues you haven't been to before. Enjoy some of the fantastic live music on offer throughout our city.</p>	<p>Be a philanthropic partner to help fund major curated art and creative programs.</p> <p>Be a venue, and let your customers experience part of the program of established festivals and events.</p>	<p>Be a philanthropic partner to help fund major curated art and creative programs.</p> <p>Be a venue, and let your customers experience part of the program of established festivals and events.</p>	<p>Continue to be creatively confident in funding and curating major events and creative opportunities at the Art Gallery of Ballarat, HerMaj, as well as annual events throughout the city - which push the boundaries, and provide local and international inspiration.</p> <p>Facilitate an annual major planning event to work with local creative leaders and festival directors in thematically curating Ballarat's future program of institutionally-focussed events and offers. This should also align with the City of Ballarat's 10-year event strategy.</p>	<p>Assist Council in attracting world-renowned experiences/exhibitions/ events.</p> <p>Fund and promote internationally significant festivals of creative expression in Ballarat - both from local creatives and those pushing the boundaries from across the world.</p>	<p>Hold programs or events to showcase your creative industry - to raise your profile, engage the local community and attract visitors (eg an eSports tournament, a fashion show or a Ballarat architecture walk).</p>
A2. Take opportunities to use temporary and other structures and spaces as a canvas for creative expression.	<p>When you see something you like across town, use your social media connections to promote the artist and link to their website to encourage sales.</p>	<p>Form a collective, or use an online market place / directory to make it easy for those wanting a temporary or permanent canvas piece to connect with you.</p> <p>Identify suitable public spaces for the presentation of your work and seek relevant permissions from Council or owner of space/structure.</p>	<p>If you need scaffolding on your own building, make it part of the contract with your builder to procure and display content.</p> <p>Consider murals, street art or other creative pieces for blank walls of your buildings.</p>	<p>When running events, consider the opportunity for temporary exhibitions, and opportunities to give artists and artisans a platform for marketing and sales of their products.</p> <p>When designing public spaces, consider the use of creative pieces / public art in those places.</p>	<p>Pay artists to use construction hoardings on major city shaping projects across Ballarat as a canvas for temporary community art.</p> <p>Build public art into new construction projects.</p>	<p>Collaborate with visual or performing artists on opportunities or take advantage of them yourself (eg project a graphic design or video game onto a temporary building facade).</p>

Catapult 2 Improving access, sustaining creative industry professionals

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A3. Provide income streams and pathways to support Ballarat's creative industry professionals.	<p>Provide your financial support for organisations who in turn support local creative industry professionals (eg membership of the Art Gallery of Ballarat or Her Majesty's theatre, affiliation of the Ballarat Arts Foundation).</p> <p>Attend local events, shows, galleries, markets and exhibitions to provide your financial support for the creatives behind them!</p> <p>Become a philanthropist and leave a legacy! Provide donations, support or bequests to the organisations, foundations, institutions, festivals, universities and social enterprises who provide pathways and support for our local creatives (there are too many to name!).</p>	<p>Support the work of others. Prioritise local creative practitioners or businesses when seeking services to develop, execute or present your work.</p>	<p>If you engage artists, ensure you pay fair rates in line with industry codes of practice (eg NAVA for visual artists).</p> <p>If you need to commission some creative skills or input for your business, try to source them locally wherever possible (eg use an online directory to find a local photographer for your corporate plan photos; consider a virtual 'artist in residence' model to spark some new creative thinking in your business).</p>	<p>Provide a facilitative service for creatives, to navigate any applicable Council regulatory processes for creative activities and projects.</p> <p>Continue to support local artists via the City's public art policy and commissions.</p> <p>Continue to provide spaces that provide a pathway for emerging creatives to make and display their work (eg Backspace Gallery, theatre spaces, community hub facilities).</p> <p>Continue strategic partnership arrangements with festivals and events which in turn support local creatives.</p>	<p>Ensure that creative sector funding rounds are accessible by the regional creative sector and that equitable levels of funding are targeted towards Ballarat.</p>	<p>Examine your supply chains and try to use them to support other local creative industries wherever possible.</p>
A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses.		<p>Find new ways to collaborate. Join a collective or share your skills and knowledge with other creatives through workshops, mentorships and artist talks.</p> <p>Put yourself forward for business management workshops or professional mentoring opportunities to learn new skills to grow your business.</p>	<p>Provide mentoring or professional development workshops for creatives wishing to develop their business management skills (eg marketing and promotion, business management, business angels for creatives).</p> <p>Share your business expertise by sitting on a not for profit board in the creative sector.</p>	<p>Lead the development of a local industry scheme to offer coaching /mentoring and business and support skills workshops for creative businesses.</p>	<p>Ensure that resources, toolkits and training developed for the creative sector are appropriate to and accessible for the regional context (eg Creative Victoria resources).</p>	<p>Take advantage of professional development and networking opportunities in Ballarat.</p> <p>If you have a creative entrepreneurial start-up idea, consider putting yourself forward for a pre-accelerator or accelerator program in Ballarat.</p>

Catapult 3 Sustainable funding and investment

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A5. Deliver creative industry funding models which are sustainable and increase investment in the local creative sector.	<p>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.</p> <p>When buying gifts or art for your home visit our unique Ballarat retailers who stock locally-made artisan products.</p> <p>Attend makers markets. Proudly tell your friends about all our local talent.</p>	<p>Consider new ways of sourcing sustainable revenue streams that technology makes possible -eg directly from peers and fans by using evolving digital business models such as Patreon or crowd funding platforms.</p> <p>Consider ways of partnering with other businesses and industries to offer products to the market in order to supplement your revenue streams - eg providing an experience or product for sale as part of a tourism marketing campaign), holding an add-on event to an existing festival or hosting workshops for those interested in learning your art.</p>	<p>Consider how you might collaborate / partner with local creative businesses to provide unique products and experiences for the market (eg commission local artists to design labels for your products, create installations for your shopfronts, display art in your customer waiting areas).</p>	<p>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.</p> <p>Provide creative sector funding models which are transparent, accountable and optimise available resources in accordance with best practice models elsewhere.</p>	<p>Allocate grant funding with the intent of strengthening Ballarat's reputation as a city for creative excellence.</p>	<p>Work with other local creative industries to share your knowledge and experiences with regard to business models and techniques that have worked for you. Consider how you might collaborate together across your domains of expertise to create new products for existing or new markets.</p>
A6. Encourage greater investment in the city by creative industry organisations and businesses, leading to increased jobs and funding for the local creative sector.	<p>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.</p>	<p>Think about your value chain - who supplies you with materials, who do you supply services to? If they are outside of Ballarat talk to them about how great it could be if they had a presence in Ballarat. Describe Ballarat to them as a creative city with growing demand.</p>	<p>Use your own business networks to promote Ballarat as a great creative city that actively supports new creative talent and businesses.</p>	<p>Run a focussed investment recruitment campaign to gain new or expanded investment in Ballarat from recognised national and international leaders within targeted creative industry clusters (eg attract a competitive cluster of indie digital game development studios to Ballarat).</p>	<p>Use existing regional investment attraction programs to highlight the creative industry opportunities in Ballarat.</p>	<p>Consider how you might physically or virtually co-locate with other allied creative industries to create Ballarat 'clusters'. The benefits of these clusters (agglomeration effects) can in turn attract more firms from similar industries to the same location (eg Abbotsford Convent in Melbourne or Salamanca in Hobart).</p>

Catapult 4. 4 New audiences, participants and markets

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A7. Provide creative-skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity – designed to build long-term engagement from these groups.	<p>Make contact with education providers, artists and creative businesses to request creative skill development opportunities, and generate a grass-roots demand for courses and training in Ballarat.</p> <p>When courses are offered, bring a friend or family member who has never before participated in arts or creative endeavours.</p>	Demonstrate and share your expertise publicly; run workshops or contribute your skills and knowledge online.	<p>Partner with emerging creative businesses or local creatives / not-for-profit groups to provide opportunities for your staff, customers or other businesses to learn new skills (eg joint workshops with Hackerspace to learn 3D printing techniques or masterclasses to learn about innovation and entrepreneurship).</p> <p>Consider sponsorship of education and skill-development programs or other contributions such as donation of spaces, materials and marketing.</p>	<p>Provide venues and in-kind support for the running of creative skills-development programs.</p> <p>Partner with organisations such as TAFE and Sovereign Hill to foster rare artisan and heritage trades (eg pop-up exhibitions and demonstrations).</p>	<p>Provide funding for the establishment and ongoing delivery of a curated program across multiple venues, sectors and skills areas.</p> <p>Provide funding for the establishment and ongoing delivery of the Arts Move program in Ballarat - to fund transport costs to attend creative content.</p>	<p>Invite members of the public into your business to understand what you do and inspire them to consider developing similar skills in the future (eg offer masterclasses).</p> <p>Be a speaker or presenter, and share your love of creativity.</p>
A8. Involve more marginalised socio-economic groups, schools, sporting clubs and community groups in the arts and creative industries.	<p>When creative opportunities arise, bring along with you groups who may not otherwise attend and benefit from the experience.</p> <p>If you manage a community group or sporting club, consider how you might involve them in some creative endeavours (eg take a Scouts group to a Chinese Lion dancing lesson; involve your school in a street art project).</p>	Act as an arts ambassador; reach out to local community groups to ask how you might support and inspire them to create (eg offer to support a childrens' art project in your local school, hold some meetups or masterclasses to demonstrate film making or photography techniques using mobile phones).	<p>Offer your physical spaces as a place where such groups might undertake activities with artists and creatives (eg commission a mural for your exterior wall, offer your front windows for the exhibition of children's art).</p> <p>Provide financial sponsorship for local community arts and creative activities (eg sponsor a community theatre group to put on a junior production with young people with no prior performing arts training).</p> <p>If you are a school or community group, reach out to Council or creatives for support in scoping out a creative program for your organisation.</p>	<p>Scope a creative outreach program - including programs such as free tickets and transport to cultural shows and events and community arts ambassadors.</p> <p>Commission public art projects specifically designed to engage diverse groups within Ballarat's communities and to showcase our heritage (eg First Nations).</p>	Pilot creative outreach programs in Ballarat, to involve more marginalised groups.	Provide work experience or mentoring opportunities in your business.
A9. Reduce barriers for everyone to access inspiration around all segments of Science, Technology, Engineering, Arts and Maths (STEAM).	Bring a can-do and supportive approach to encourage all forms of STEAM powered creativity.	Take up opportunities to use new technologies in developing your work, (eg use the equipment available in our fabrication laboratories, or experiment with virtual reality in showing your work).	Network with notable entrepreneurs and innovators in your business area, and invite them to connect to industry locally.	<p>Provide programs, expos and speakers as part of aligned events to demonstrate to the community the valuable role of STEAM skills (eg a community VR ESports tournament held in the Tech School as part of the Digital Innovation Festival).</p> <p>Provide programs to introduce community members with an entrepreneurial business ideas to the concepts of creative design thinking and with access to technology and equipment to further their ideas.</p>	<p>Continue to provide the STEAM skills of the future to young people via secondary education (eg the Ballarat Tech School model)</p> <p>Provide the Ballarat community with opportunities to access and learn the STEAM skills required for the future (eg community programs held at the Tech School, accessible community events via the Ballarat Digital Innovation Festival, access to Fabrication Laboratories (Fab Labs)).</p>	Highlight via your own marketing and promotion how STEAM skills have contributed to your form of creative expression.
A10. Properly understand audience segments and their aspirations.	When given the opportunity, participate in sharing your views for what creative future you want in Ballarat.	Find out what information you can about the audiences for your output (eg access existing data/research or gather your own).	Collaborate and share your own data on your customers, growth areas and emerging business opportunities.	Undertake in-depth market research to identify audience segments and their aspirations in order to inform the cultural and creative offerings made by Council and partners.	Utilise the skills and resources of Creative Victoria to provide the required insights into the audience segments in Ballarat.	Collaborate and share your own data on your customers, growth areas and emerging business opportunities.

Catapult 5. Can-do creativity

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
<p>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.</p>	<p>Take part in the incredible education and training activities on offer in Ballarat! For example, take part in our community theatre productions, send your children to one of our ballet or singing schools, attend productions put on by our schools and university, attend evening classes to learn a new creative skill, get involved in one of the many live music groups...</p>	<p>Seek opportunities to share your skills and knowledge with other community members - eg offer to provide an art class at a primary school or as part of the Art Gallery of Ballarat's school holiday program.</p>	<p>Federation University to continue to position itself as a national leader in arts education which offers graduate through to postgraduate options.</p> <p>Use business networks (eg Commerce Ballarat) to mentor, support and promote the business management skills of those involved in creative industries education and training (eg performing arts schools).</p> <p>Take opportunities to learn more about creative design thinking, so it can be incorporated into your organisation's approach to business innovation.</p>	<p>Understand the skills needed for the growth of the city's creative industries and advocate for the provision of related education and training capacity to meet these needs.</p> <p>Utilise membership of the Ballarat Tech School Committee to promote the provision of STEAM skills training for young people that is aligned with industry needs and the objectives of this strategy.</p> <p>Encourage the tertiary sector, Ballarat Library and the city's cultural institutions to contribute to Ballarat's CBD as a place for creative learning.</p>	<p>Continue to elevate the role of the Tech School, through collaboration involving industry, community and the education sector, to ensure STEAM continues to be embedded across private and State secondary schools (via model curricula, student awards programs etc.).</p>	<p>Cooperate with institutions such as the Tech School and tertiary, TAFE and other education and training providers to provide input on curriculum content relevant to Ballarat's anticipated future creative industries skills base.</p>

Catapult 6 More places to create and share

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A12. Continue to unlock underutilised real estate in Ballarat to support creative industries.	Provide your support for new spaces activated for creative industries (eg drop in to visit, share messages of support for the landlords and tenants on social media).	<p>If you are aware of suitable vacant real estate, approach the owner about opportunities for 'pop up' exhibitions or performance spaces.</p> <p>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 (eg Ballarat Evolve).</p>	If you are a landlord with a vacant retail space, consider activating it with creative industries by becoming part of a facilitated program designed for this purpose (eg Ballarat Evolve), or offer it for one-off 'pop up' opportunities for creatives.	<p>Provide streamlined and facilitated planning and regulatory advice to anyone wishing to activate prominent vacant real estate for creative industry use.</p> <p>Provide publicity for newly activated spaces and their tenants/landlords via a range of media channels (eg social media, website, media releases).</p>	Provide advice and financial support to social enterprises seeking to activate vacant spaces with creative industries via facilitated urban renewal schemes (eg Ballarat Evolve).	Consider locating your business in a prominent street front property where it is visible to the public and assists with activation of our city and awareness of our growing creative industry base.
A13. Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and creations.	Consume and support creative work that pushes the traditional boundaries, adopting new technologies and techniques (eg virtual reality, computer-generated or advanced engineering techniques).	<p>Actively take part in opportunities to learn new skills and access new equipment (eg join Hackerspace or Lab 79 Fab Lab and learn how to use 3D printers and laser cutters).</p> <p>Form a collective with other creatives and share your technical equipment / teach your technical skills to others.</p> <p>Artisan and rare trades associations could partner with TAFE or other institutions such as Sovereign Hill to provide pop up demonstrations of their skills and techniques.</p>	Sponsor meetups, workshops or other networking opportunities to provide access for creatives to relevant equipment or technical capabilities in your organisation (eg providing access to 3D printers creatives could use to develop a prototype for a design they are considering).	Facilitate partnerships and opportunities for creative practitioners to access 'fab labs' and to make use of other facilities in the City's start-up ecosystem (eg Hackerspace, Lab 79 Fab Lab), working with State Government where appropriate.	Facilitate partnerships and opportunities for creative practitioners to access 'fab labs' and to make use of other facilities in the City's start-up ecosystem (eg Hackerspace, Lab 79 Fab Lab), working with Council where appropriate.	Hold workshops where other creatives can learn how to use some of your technology or equipment (eg a photographer or film maker may demonstrate techniques using the latest equipment which other visual artists could adopt in their work).
A14. Develop more opportunities for creative co-working, mentorship / networking and professional development.		Utilise existing co-working spaces in Ballarat where they are suited to your work - and take advantage of the networking and collaborative opportunities.	Offer your physical space out-of-hours as a venue for meetups or networking events for creatives and other businesses.	Explore options for a collaborative artistic co-working space in Ballarat - location, business model, providers and tenants - and seek funding for such a facility if possible.	Apply a lens of 'creative placemaking' to State-funded infrastructure projects, which considers affordable spaces for creative people to come together in facilities that are designed to generate positive cultural, social, economic and environmental benefits for the entire community (eg akin to Artscape in Toronto).	Consider co-locating with allied creative or professional businesses to share skills, knowledge and resources (eg in co-working spaces).

Catapult 7. Unleash the influencers, thinkers and doers

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A15. STEAM Up Ballarat - apply our creative capacity to discover break-through innovations for our industries and community.	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.	Explore new applications of technology in your own practice. Attend community spaces like the Ballarat Hackerspace or Fab Lab to learn from others how to use new engineering equipment such as 3D printers or laser cutters. Collaborate with those with engineering skills to produce innovative work that excites your audience (eg interactive pieces involving conductors, lights, sounds, virtual reality etc).	Embrace new technologies such as artificial intelligence, drone technology, digitisation, new energy, robotics, autonomous vehicles etc as something that is inevitable and will open up new opportunities for your business and customers.  Explore opportunities to embed creatives within your business as appropriate to explore new ways of thinking about the opportunities offered by technology (eg to collaborate with your staff on some creative design thinking approaches to ready your business for digital disruption and opportunities for change).	Facilitate programs, partnerships and opportunities to merge creativity, technology and entrepreneurship to provide continual innovation for our community and industries.  Adapt the 'Thinker in Residence' model first developed by the South Australian Government to bring in leaders from the creative industries to work with the Ballarat community and government in developing new ideas and approaches to problem solving.  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.  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.	Provide acknowledgement of Ballarat as a STEAM community.  Continue to support the delivery of STEAM education in Ballarat via the Ballarat Tech School, and encourage community and industry use of the facilities.	Be entrepreneurial in how you approach your business! Think about the opportunities offered by new technologies and take advantage of opportunities in Ballarat's start up ecosystem to explore those ideas (eg master classes on digital disruption, boot camps and accelerators to explore your business ideas, use of co-working spaces to meet like-minded people who you might collaborate with).

Catapult 8. Ground-breaking institutions and cultural offerings

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
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.	Attend Ballarat's events, festivals, drawcard exhibitions and shows. Visit our tourist destinations to experience their latest offering. Invite friends and family to join you, including those visiting from other places. Share your experiences on social media and show the world what an amazing place Ballarat is!	Be a part of our major events and festivals (eg apply for commissions or exhibitions as part of existing festivals).	Improve transport connections, strategic alliances and opportunities for co-programming between institutions, venues and other visitor destinations in the region (eg leveraging existing festivals and events to offer an innovative visitor experience across institutions, tourist destinations and hospitality venues).  Provide sponsorship for major events and festivals, to show your support and pride for Ballarat as a leading creative city.	Provide exhibitions at the Art Gallery of Ballarat and performances at Her Majesty's and other spaces which are world-class, exciting and which challenge traditional notions.  Seek to stage ground-breaking events, festivals or exhibitions that surprise and excite locals and visitors alike.  Continue to provide funding and in-kind support for established or emerging major events and festivals.  Celebrate our local individuals who are now representing Ballarat on the world stage through an annual program of recognition (eg bestowing a civic honour).	Work with Council to attract or create a leading institution dedicated to the exploration of experimental contemporary art in Ballarat (eg like MONA in Hobart).  Continue to provide funding and support for major events, festivals, exhibitions and tourism experiences in Ballarat.	Leverage Ballarat's major events, exhibitions and festivals for your own business (eg sponsorship, collaboration, co-branded / aligned product offerings).

Catapult 9. Love and embrace the heritage and cultural canvas

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
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.	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!).	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. What is the ‘Unique’ in which you work in Ballarat?	The tertiary sector can encourage higher degree research that measures and strengthens the impact of creative culture in our regional context, by providing expanded opportunities for research and collaboration through regeneration, cultural, art and heritage events and programs with other metro and regional centres.	<p>Leverage Ballarat’s existing UNESCO relationships to strengthen our international status in order to access international audiences, cutting-edge practice, artefacts and talent. Seek designation in the Creative Cities network and progress the Goldfields World Heritage listing.</p> <p>Encourage ambitious new works of scale, which intersect with heritage, stories and notions of artful engagement with our place.</p> <p>Expand Indigenous programming within City of Ballarat offerings such as events, performances and exhibitions.</p> <p>Leverage existing campaigns to provide a multi-dimensional marketing platform for Ballarat’s unique creative products and offerings.</p>	Work with the Federal government and local councils to submit the Serial Listing of the Central Victorian Goldfields to UNESCO for World Heritage Listing.	Engage with relevant advertising campaigns to market your unique local products to locals and visitors.

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

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
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 creative precinct is a place of people-friendly streets and comfortable spaces that celebrate Ballarat’s seasons.						
For an expansive list of master plan tasks relevant to this catapult please see the Creative Precinct Masterplan.						



## INTERACTION BETWEEN THE GOALS, PLATFORMS AND ACTIONS

Interaction between the Goals, Platforms and Actions							
Platform 1: Creative Participation - is vibrant and sustainable	GOAL 1: The entire Ballarat community participates in and is represented by Ballarat as a Creative City	GOAL 2: Ballarat is a city where 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 cultural visitor economy and market is continually growing	GOAL 5: Ballarat is a city with strong representation of a variety of creative industries, who have discovered their competitive niches	GOAL 6: Ballarat is a city where strong creative capabilities are being 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
1.1 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.	✓	✓	✓				✓
1.2 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.		✓			✓		
1.3 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.					✓		
1.4 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	✓		✓				

Interaction between the Goals, Platforms and Actions							
Platform 2: Creative Talent - is attracted and supported	GOAL 1: The entire Ballarat community participates in and is represented by Ballarat as a Creative City	GOAL 2: Ballarat is a city where 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 cultural visitor economy and market is continually growing	GOAL 5: Ballarat is a city with strong representation of a variety of creative industries, who have discovered their competitive niches	GOAL 6: Ballarat is a city where strong creative capabilities are being 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
2.1 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		✓			✓	✓	
2.2 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 creations		✓			✓	✓	
A14. Develop more opportunities for creative co-working, mentorship / networking and professional development		✓			✓	✓	
2.3 Unleash the thinkers, doers and influencers							
A15. STEAM Up Ballarat - apply our creative capacity to discover break-through innovations for our industries and community						✓	

Interaction between the Goals, Platforms and Actions							
Platform 3: Creative Industry and Precinct - is world class	GOAL 1: The entire Ballarat community participates in and is represented by Ballarat as a Creative City	GOAL 2: Ballarat is a city where 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 cultural visitor economy and market is continually growing	GOAL 5: Ballarat is a city with strong representation of a variety of creative industries, who have discovered their competitive niches	GOAL 6: Ballarat is a city where strong creative capabilities are being 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
3.1 Ground-breaking institutions							
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	✓	✓	✓	✓			✓
3.2 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	✓		✓	✓			✓
3.3 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 creative precinct is a place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons	✓		✓	✓			✓

This strategy has been prepared by the City of Ballarat with the assistance of SGS Economics and Planning, MGS Architects, Left Bank Co and creative consultant Eleni Arbus.



# City of Ballarat Creative City Strategy Precinct Master Plan

PREPARED BY MGS ARCHITECTS

FINAL  
APRIL 2019

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Precinct Master Plan  
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Master Planner  
MGS Architects  
Landscape Architect  
Mary Papaioannou

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

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# City of Ballarat Creative City Strategy Precinct Master Plan

PREPARED BY MGS ARCHITECTS

FINAL  
APRIL 2019

BALLARAT'S *Creative City* STRATEGY





– Ballarat Town Hall

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## MESSAGE FROM THE MAYOR



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

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

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

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

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

**Cr Samantha McIntosh, Mayor**

# EXECUTIVE SUMMARY

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

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

**Precinct actions:**

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

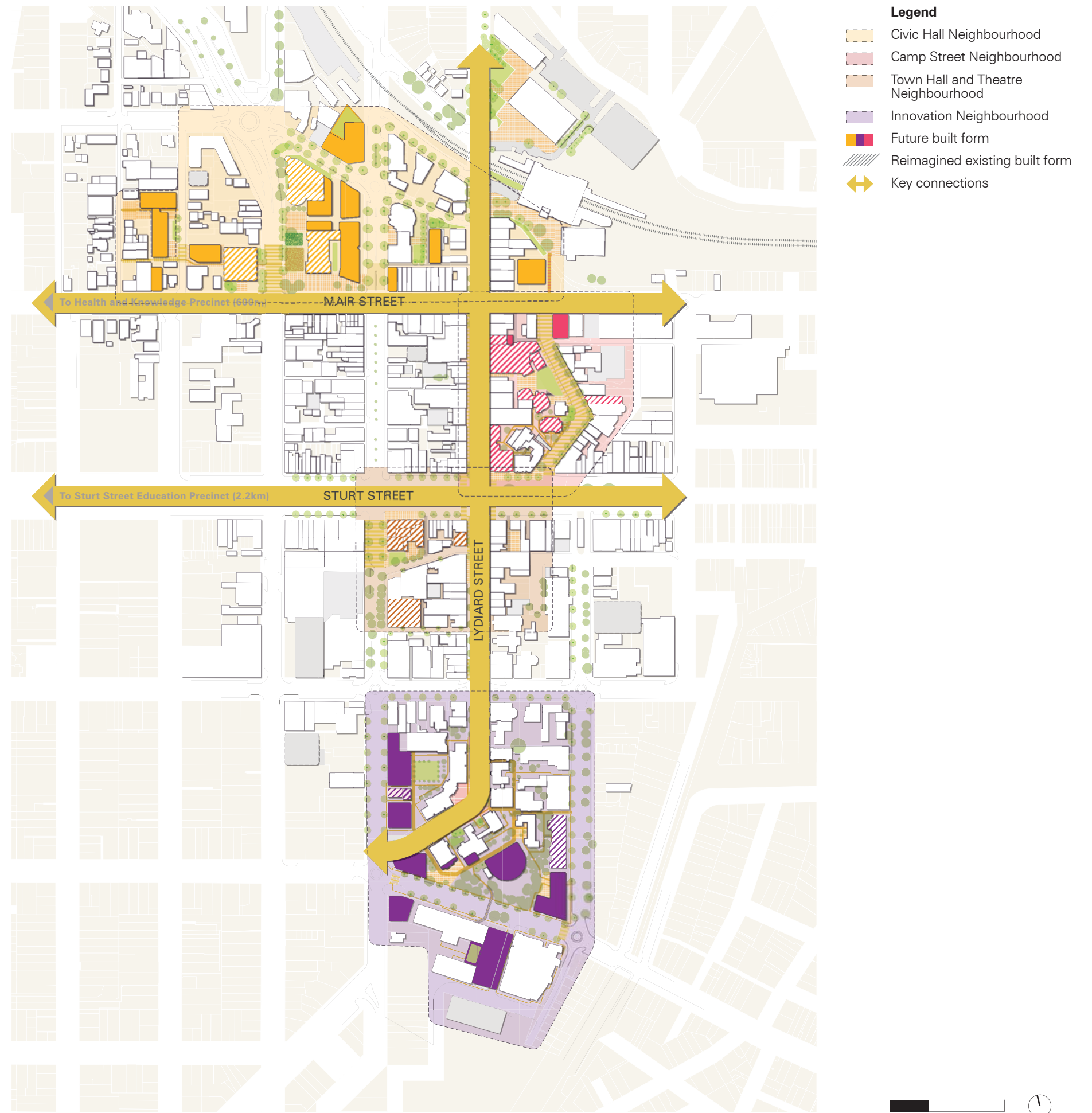


Figure 1.0 Ballarat's Creative Precinct Master Plan



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# Context



## 1.1\_INTRODUCTION

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

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

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

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

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

### Document structure

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

1

### Context

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

2

### Vision and Strategies

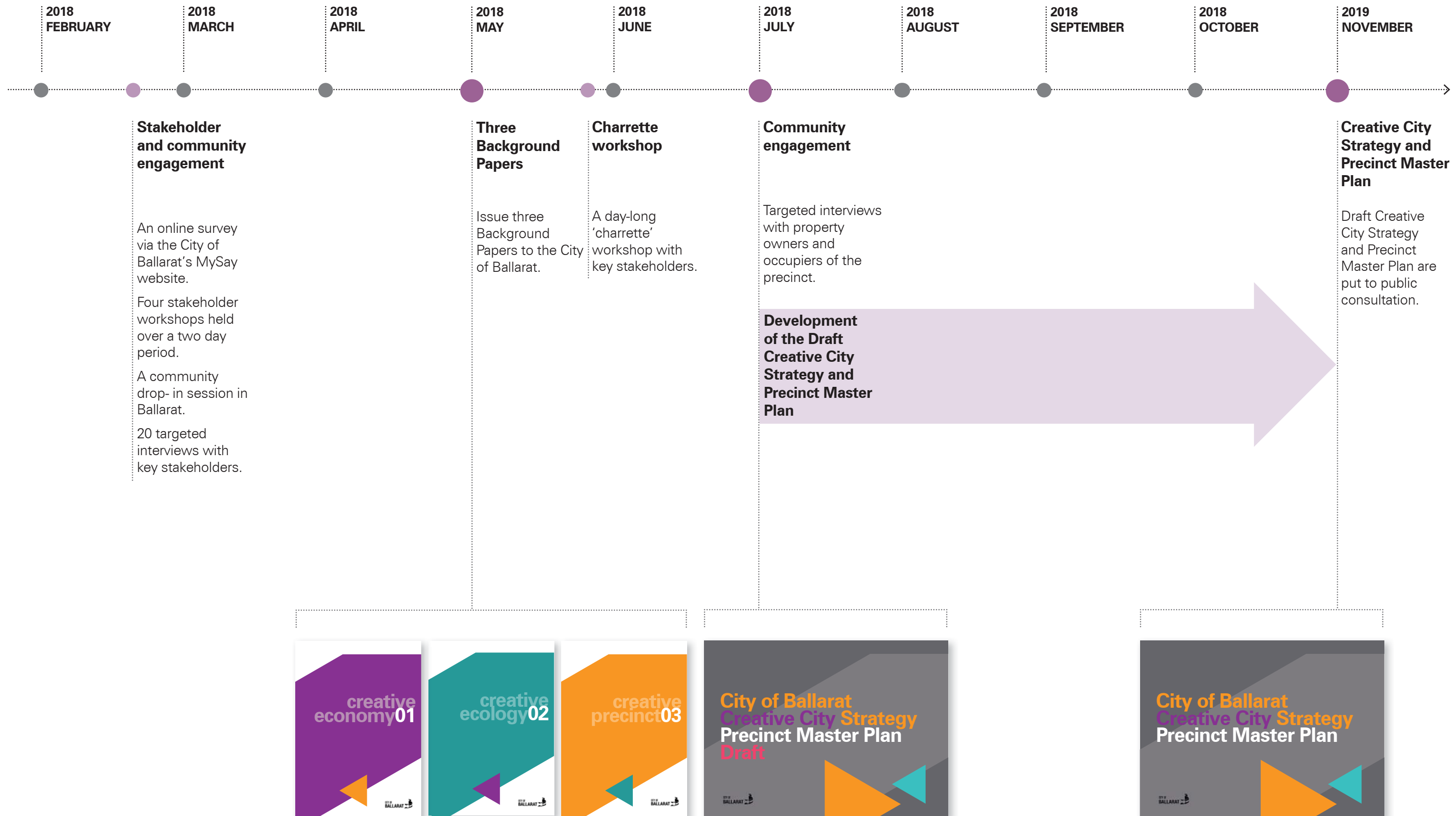
Highlights the vision and goals that underpin the Precinct Master Plan's development and outlines strategies to translate opportunities into potential projects.

3

### Implementation

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

# 1.2 PROJECT TIMELINE



## 1.3 STRATEGIC CONTEXT

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

### **The Ballarat Strategy**

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

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

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

### **The CBD Strategy**

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

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

### **Live Music Strategic Plan**

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

### **Heritage Plan**

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

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

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

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

### **Council Plan**

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

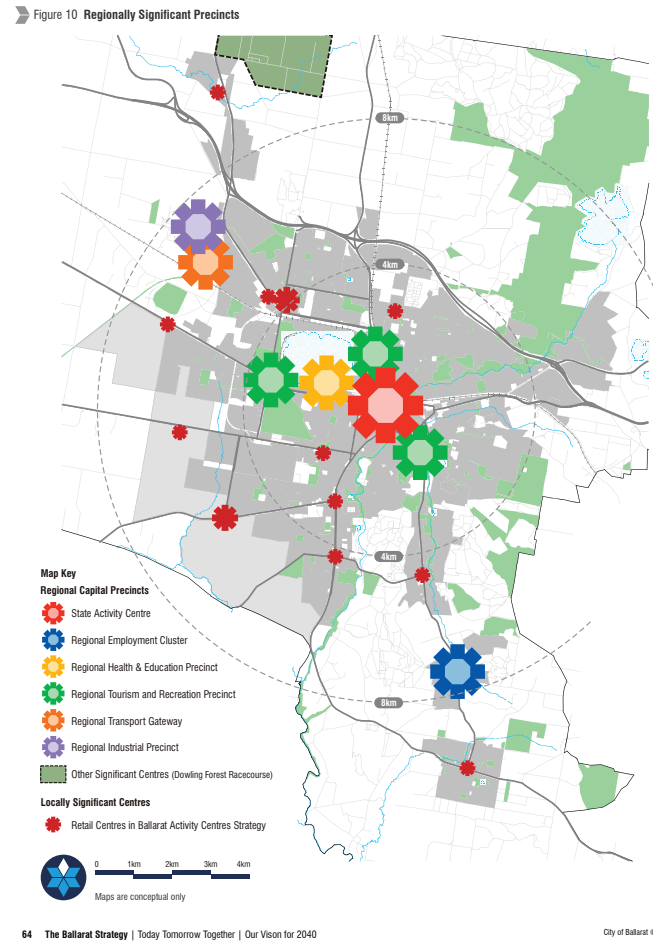
Four key goals form part of this plan and are focussed around creating a liveable, prosperous, sustainable and accountable city.

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

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

### **Public Art Master Plan**

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



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



## 1.4 BALLARAT AND ITS CONTEXT

### Regional Context

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

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

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

### Creative Ecology of Ballarat

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

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

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

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

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

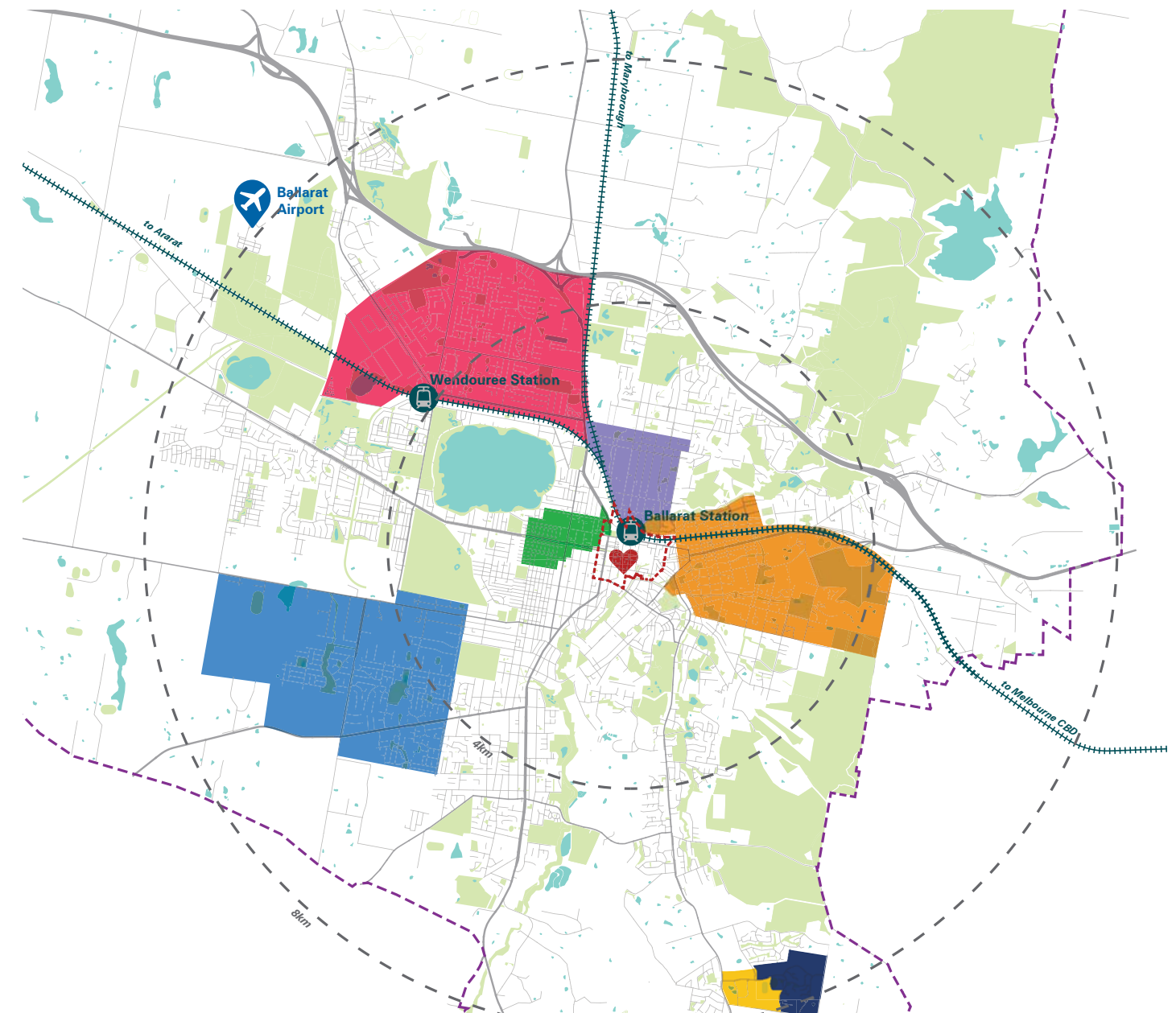


Figure 1.1  
Ballarat's Creative Precinct can be seen as the heart of Ballarat's broader creative ecology

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

## 1.5\_IDENTITY

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

### Aboriginal culture

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

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

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

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

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

### The search for gold

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

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

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

### Urban form and landscape setting

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

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

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

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

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

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

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

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

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



– Sturt Street looking north-west from Town Hall

## 1.6 WHY A PRECINCT MASTER PLAN?

### Precinct Master Plan

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

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

Key aims for the Precinct Master Plan include to:

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

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

### Drivers for change

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

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

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

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

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

1



### Ballarat Station Precinct Master Plan

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

2



### Civic Hall Redevelopment and Ballarat GovHub

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

3



### Mair Street Upgrade

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

4



### Camp Street Precinct

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

5



### Town Hall and Theatre Precinct

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

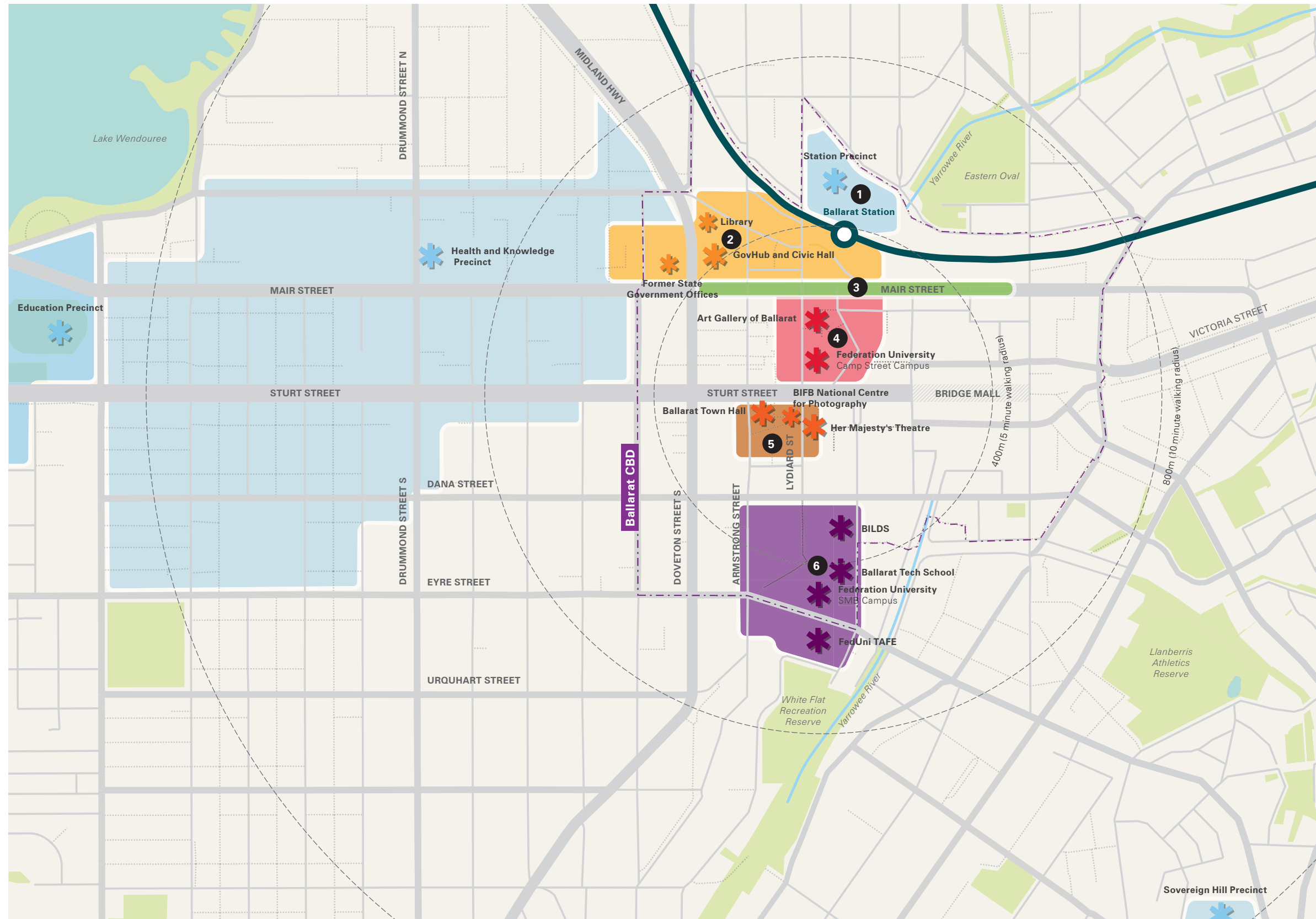
6



### Hub for Technology Education

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

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



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

Figure 1.2 Drivers for change



## 1.7 WHAT MAKES A SUCCESSFUL CREATIVE PRECINCT?

### Successful creative precincts

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

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

### Ballarat's Creative Precinct

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

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

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

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

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

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

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

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

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

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

1



**Community identity and distinctiveness**

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

3



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

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

5



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

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

2



**Activation, hospitality and events**

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

4



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

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

6



**Affordable housing for key workers and students**

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

Image from top-bottom, left-right:

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

## 1.8 CASE STUDIES

### Melbourne Arts Precinct Blueprint

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

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

### Relevance for Ballarat

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

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

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



Image from top:

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

### **Hobart Waterfront Precinct**

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

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

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

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

### **Relevance for Ballarat**

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



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



## 1.9 WHAT WE HAVE HEARD

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

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

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

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

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

### What we heard from the MySay survey

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

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

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

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

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

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

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

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

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

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

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



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



– Charrette stakeholder workshop held at the Ballarat Tech School



– Spatial workshop session at the charrette stakeholder workshop

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

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

## 1.10\_\_CHALLENGES AND OPPORTUNITIES

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

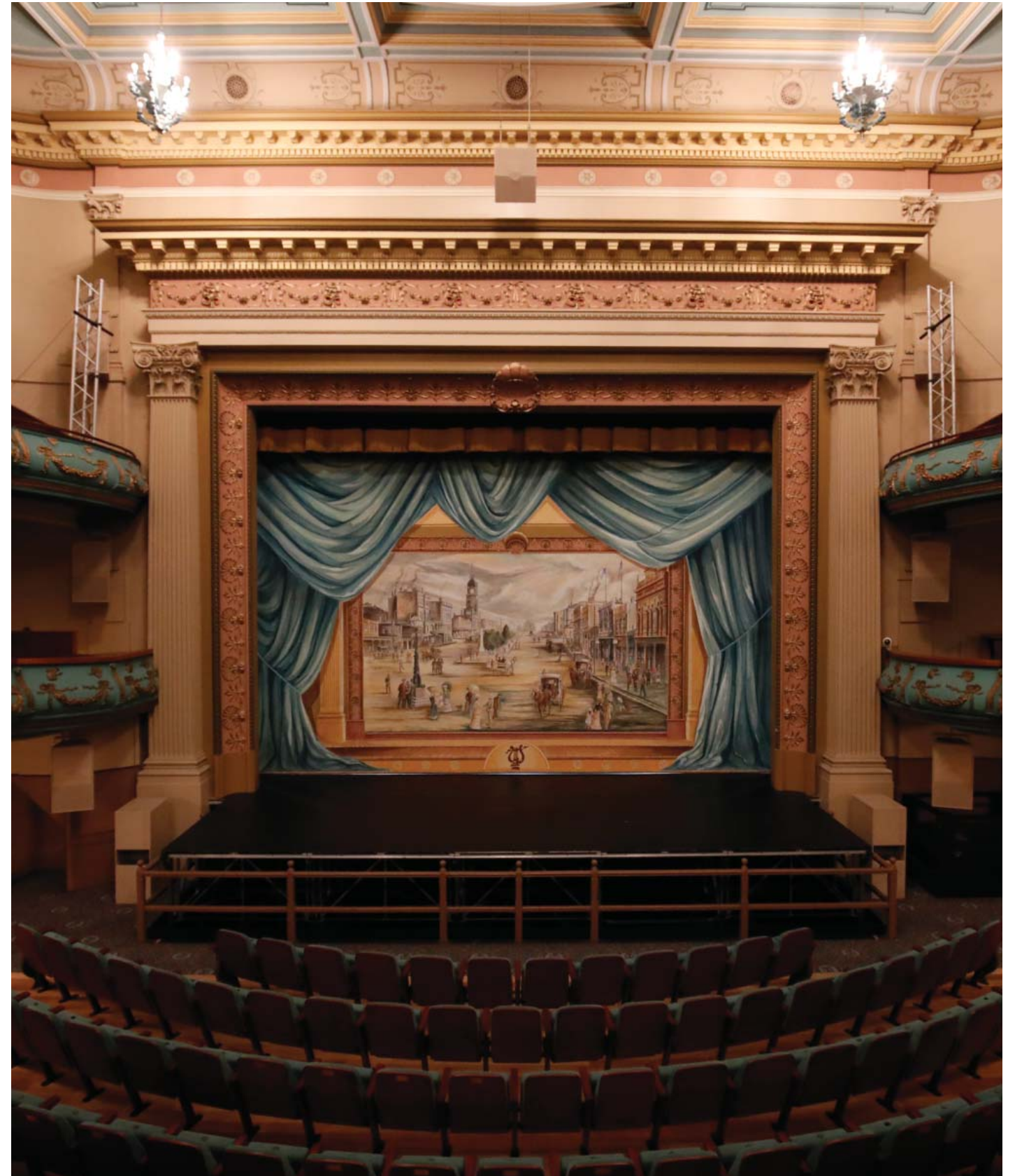
- Living, working and collaborating
- Socialising, events and celebrating local stories
- Public realm and landscape
- Transport and movement

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

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

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

– Her Majesty's Theatre



## Living, working and collaborating

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

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

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



– A high number of vacancies in the heart of Ballarat



– Opportunities for collaborative learning spaces | RMIT New Academic Street



## Socialising, events and celebrating local stories

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

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

– Lack of externalised student presence at Federation University | Ballarat



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



– Celebrating Ballarat's cultural heritage | White Night 2017



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

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



## Public realm and landscape

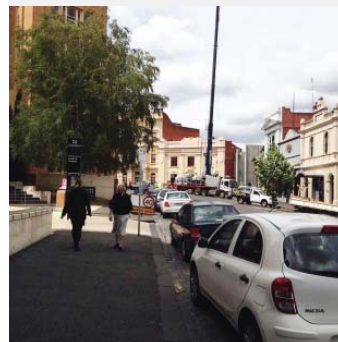
Upgrade the public realm to match the high-quality mix of building fabric in Ballarat's Creative Precinct.

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

– Lack of weather protection and street trees along Camp Street

– Existing weather protection at Alfred Deakin Place could be improved

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



## Transport and movement

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

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

– Lack of street trees and streets dominated by cars

– Poor wayfinding from Camp Street to Federation University

– Pedestrian friendly precinct | Monash University Clayton Campus



## 1.11\_EXISTING BUILT FORM

### Zones

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

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

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

### Overlays

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

### Ownership

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

### Building use

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

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

### City skyline

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

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

Figure 1.4 Zones, overlays and ownership

