

BALLARAT'S CREATIVE CITY STRATEGY

FINAL APRIL 2019

CITY OF

BALLARAT





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

VISION

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

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

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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



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



THE SPARK

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

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

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

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

WHAT ARE BALLARAT'S CREATIVE CITY IDEALS?

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

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

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

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

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

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

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

We strive to make Ballarat the city of the sustainable practitioner

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

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

DEFINITION OF CREATIVITY AND CREATIVE SECTORS:

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

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



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

Image: City of Ballarat



Image: City of Ballarat



ADVERTISING	MOVING IMAGE	DIGITAL GAMES DEVELOPMENT	WRITING
ARCHITECTURE	MULTIMEDIA	EVENTS	GASTRONOMY
BROADCASTING	MUSIC AND PERFORMING ARTS	FASHION	SCULPTURE
CERAMICS	GALLERIES, LIBRARIES, ARCHIVES AND MUSEUMS	RESEARCH AND DEVELOPMENT	PUBLIC ART
CRAFTS	PUBLISHING	PERFORMING ARTS	VISUAL ARTS
PHOTOGRAPHY	CURATION	SOFTWARE AND TECHNOLOGY	
FILM	DESIGN		

BALLARAT – AN ECONOMY AND COMMUNITY POWERED BY STEAM

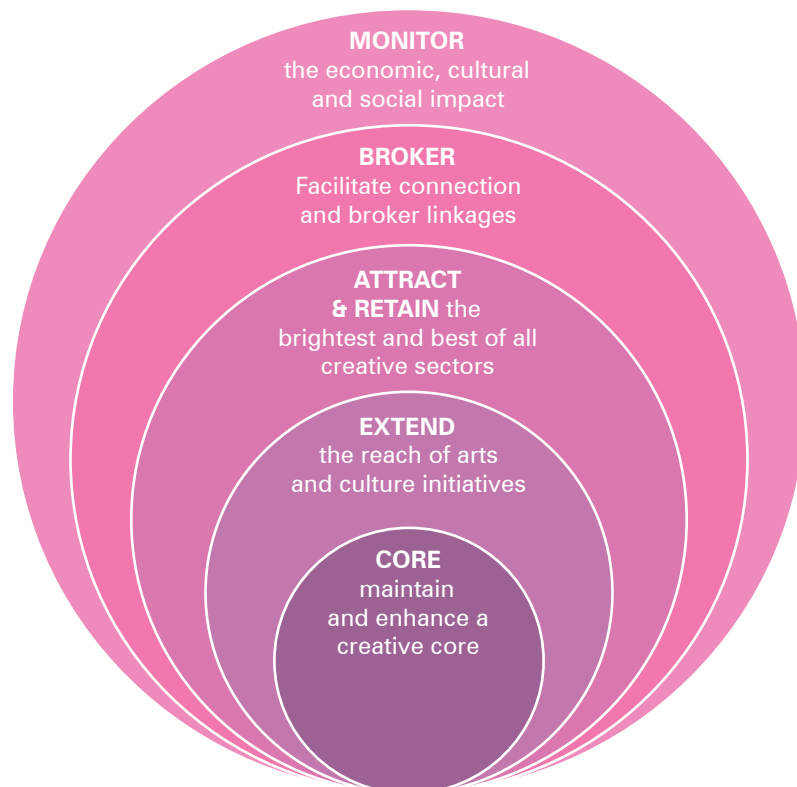
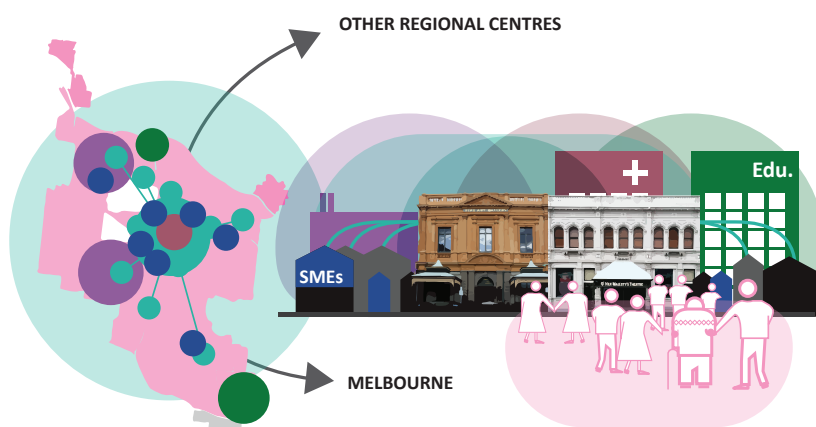
Ballarat increasingly recognises that the integration of skills associated with science, technology, engineering, arts and mathematics (STEAM) will provide our community with higher order abilities to deal positively with our 21st century global challenges.

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

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

Ballarat's Creative City Strategy strives to:

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



HOW WILL WE REALISE OUR VISION?

A part for everyone to play...

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

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

Image: Freya Hollick, by Michael Weston



OUR THREE PLATFORMS

PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

Catapult 1. Visible Creativity – always something happening

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

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

Catapult 2. Improving access, sustaining creative industry professionals

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

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

Catapult 3. Sustainable funding and investment

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

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

Catapult 4. New audiences, participants and markets

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

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

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

A10. Properly understand audience segments and their aspirations

PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

Catapult 5. Can-do creativity

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

Catapult 6. More places to create and share

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

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

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

Catapult 7. Unleash the thinkers, doers and influencers

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

PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD CLASS

Catapult 8. Ground-breaking institutions and cultural offerings

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

Catapult 9. Love and embrace the heritage and cultural canvas

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

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

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

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

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

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

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

OUR SEVEN STRATEGIC GOALS

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

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



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

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

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

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

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

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

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

Contents

INTRODUCTION	5
Why Do We Need a Creative City Strategy?	5
What Do We Want to Be?	8
What are Ballarat’s Unique Qualities that will make this Vision Possible	9
THE BALLARAT COMMUNITY’S ASPIRATIONS FOR A CREATIVE CITY	12
Platform 1: Creative Participation is vibrant and sustainable	14
Platform 2: Creative Talent is attracted and supported	16
Platform 3: Creative Industry and Precinct is world-class	17
WHAT WILL WE DO TO GET THERE?	20
THE ACTIONS: HOW MIGHT WE ALL SUPPORT THEM?	26

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



A Plan Owned By All



HOW TO READ THIS STRATEGY

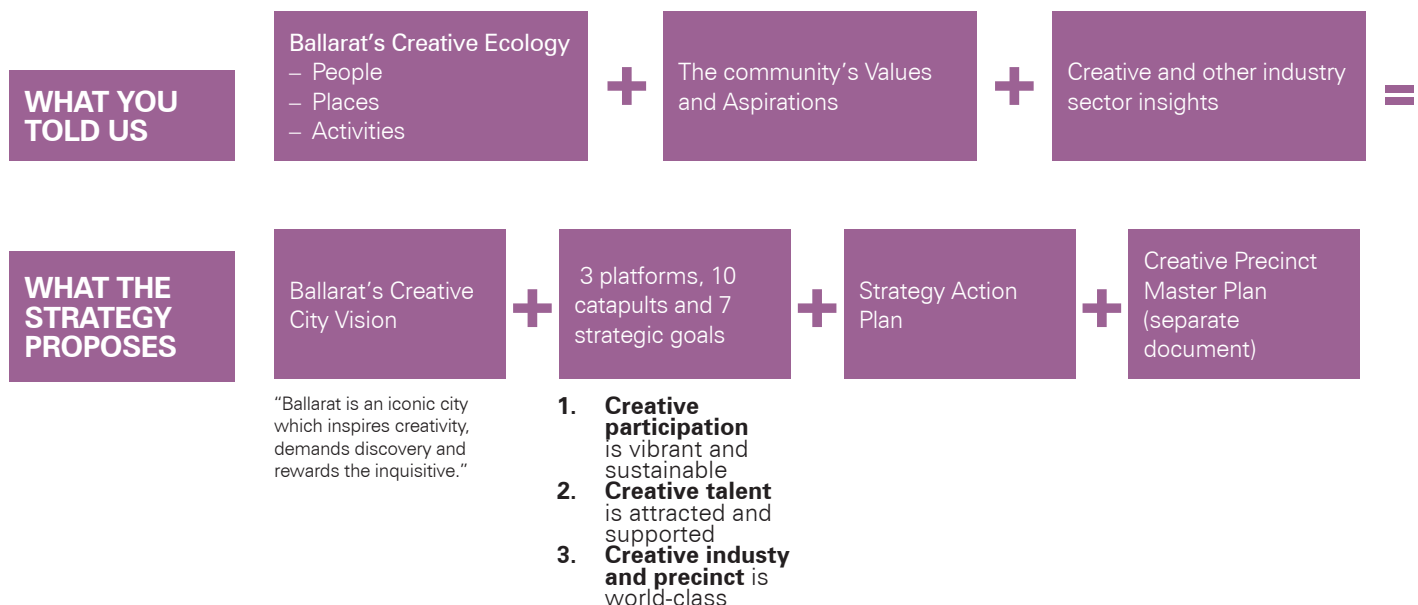
The preparation of this Strategy was initiated and funded by the City of Ballarat. However, it is a plan for coordinated action by all stakeholders to achieve the vision of a 'Creative City'.

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

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

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

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





Introduction

WHY DO WE NEED A CREATIVE CITY STRATEGY?

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

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

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

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

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

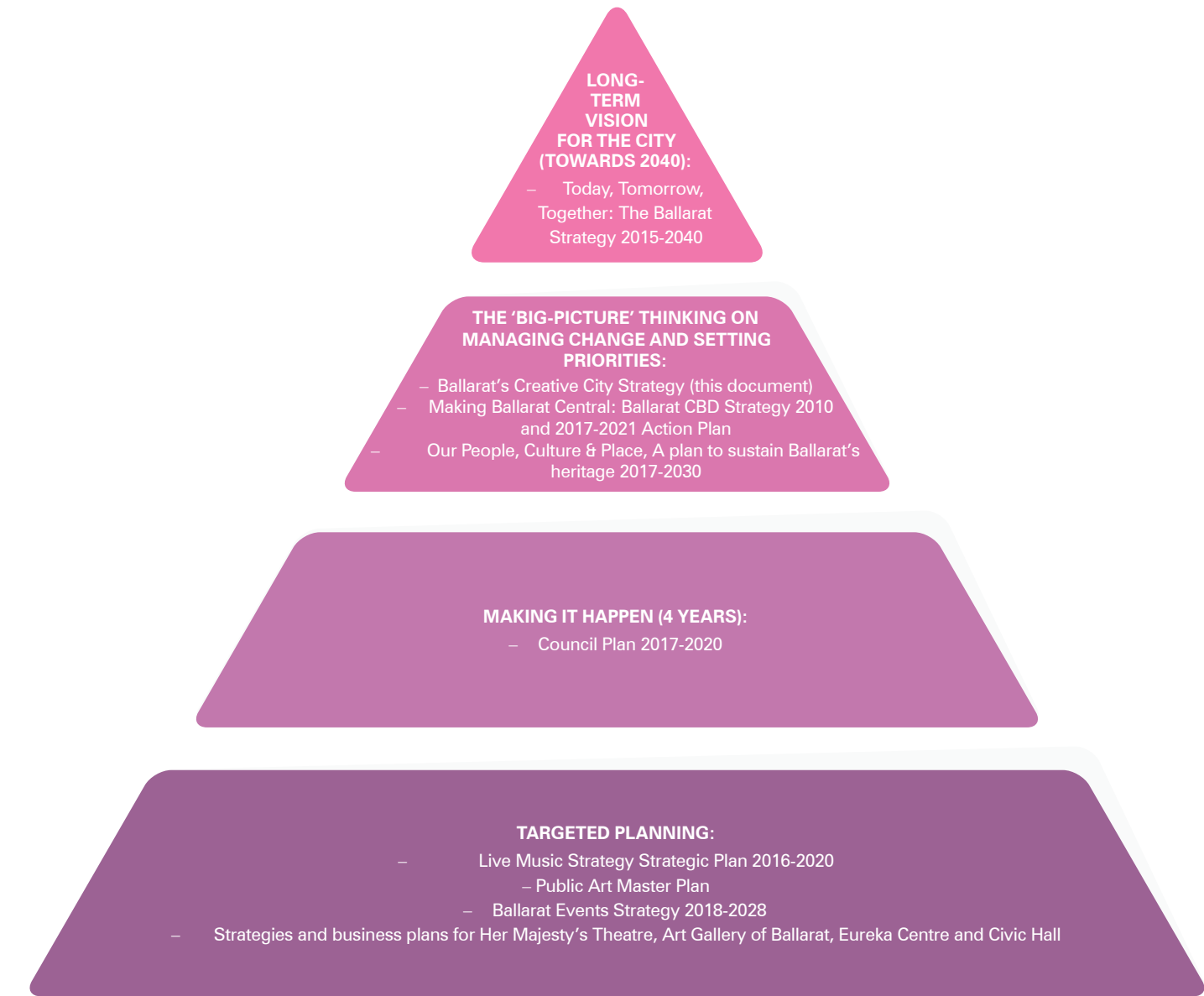
Ballarat's aspirations for a creative city share a strong alignment not just with City of Ballarat policies but also with State Government policy, including the adoption of Creative State³ and the passing of the Creative Victoria Act (May 2017). These signaled a 'new era for creativity in Victoria' by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

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

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

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

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



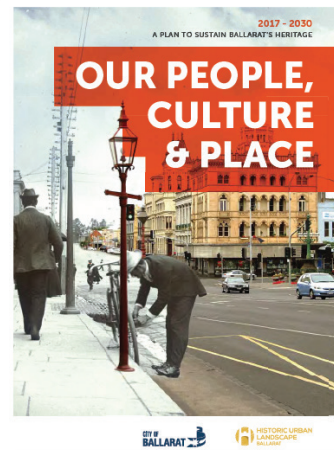
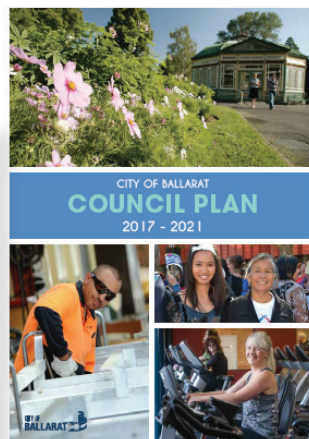
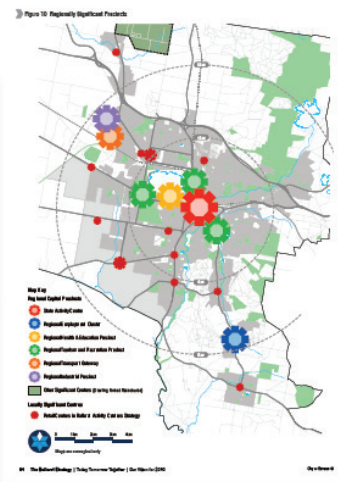
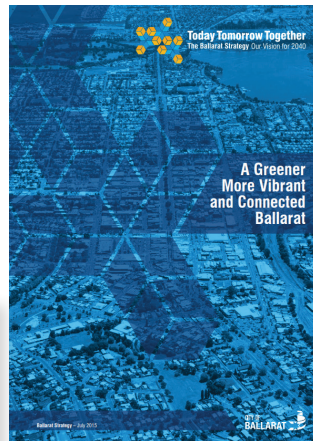


Image from left, top-bottom:

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

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

WHAT DO WE WANT TO BE?

In more recent times, Ballarat’s identity has been building on the strengths of an emerging, passionate, independent and vibrant creative community that works across a very diverse range of practice which is challenging norms. When asked to envision the future of Ballarat as a creative city, stakeholders from across the sector pointed to ways to support, nurture and leverage the local creative community from the grassroots level upwards in a way that binds the sector.

Some of the key themes that were discussed included Ballarat as a place for incubating, educating and establishing creative talent; Ballarat as a place where doing and being creative is embraced, valued and nurtured as a business; and tapping into unique characteristics and strengths of the City to build a strong narrative and growth across creative industries.

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

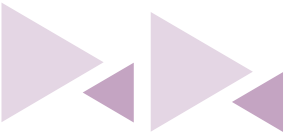


Image: Kat Pengelly- Fashion for Funerals, 2017
Photo- Chippy Riviera
Model&Makeup- Eve Ristrome-Gallimore
Hair- La Belladonna



BALLARAT’S CURRENT CREATIVE SECTOR	BALLARAT’S FUTURE CREATIVE CITY IDEAL
Good at presenting creativity	Presenting, nurturing and professionalising creativity
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Good emerging creative industries	A strong creative industry sector which has found its competitive edge

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

Ballarat is a city with a strong identity based on its rich heritage and character, with deep roots into Victoria's Indigenous culture⁵ and the nation's sense of democracy and social inclusion. The city's stories hold latent potential to propel and sustain creative activity. This, in turn, can be leveraged to build economic and wider community value for all, and to surprise and delight our visitors.

What is our launching point for achieving our vision? We need to understand our competitive advantages. Here's what Ballarat said⁶:

OUR INNOVATIVE AND RESOURCEFUL SELF-STARTERS

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

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

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

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

WE HAVE EXCELLENT FLAGSHIP CULTURAL

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

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

⁷ Ballarat Events Strategy 2018 – 2028

Image: City of Ballarat, White Night



INSTITUTIONS

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

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

Our historic CBD has always been a creative learning

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

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

OUR FIRST NATIONS ARTISTS ARE PROUDLY TELLING THEIR STORIES

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

Image: Her Majesty's Theatre, Ballarat



Image: Marlene Gilson, Jones Circus, 2017



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

WE HAVE INNOVATION, GLOBAL CONNECTIONS AND TRANSFORMATIVE GROWTH

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

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

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

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

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



Image: Ballarat Tech School



The Ballarat Community's Aspirations for a Creative City

WHAT YOU SAID YOU WANTED FOR BALLARAT AS A CREATIVE CITY⁸. WE CALL THESE THE '10 CATAPULTS'.

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

⁸To find out what our community wanted, we held:

- An online survey to ask: What we value, what can we be, and how can we position ourselves as Australia's leading regional creative city?
- A community drop in session on Lydiard Street
- 4 stakeholder workshops attended by over 70 local artists, creatives and community groups
- Over 20 targeted interviews with key stakeholders, business leaders and industry experts
- Face-to-face meetings with businesses and land owners throughout the creative precinct

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

This information and an analysis of a community feedback survey was presented at a full day 'charette-style' conference attended by over 50 creative and broader industry sector leaders to formulate the broad structure of this Strategy including its vision, strategic goals and actions.



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

PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

CATAPULT 1. VISIBLE CREATIVITY – ALWAYS SOMETHING HAPPENING IN BALLARAT

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

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

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

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

CATAPULT 2. IMPROVING ACCESS, SUSTAINING CREATIVE INDUSTRY PROFESSIONALS

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

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

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

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

Image: Ballarat International Foto Biennale



Image: Ballarat Get Into Games Expo



CATAPULT 3. SUSTAINABLE FUNDING AND INVESTMENT

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

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

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

CATAPULT 4. NEW AUDIENCES, PARTICIPANTS AND MARKETS

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

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

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

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



Image: City of Ballarat



PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

CATAPULT 5. CAN-DO CREATIVITY

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

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

“Remove factionalism between different arts & cultural disciplines; and recognise that creative endeavour in Ballarat extends to design, multi-media, gaming and is more than the institutions. Bring the creatives out of the shadows and celebrate them more.”

CATAPULT 6. MORE PLACES TO CREATE AND SHARE

WHY? WE WANT TO CREATE TOGETHER.

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

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

CATAPULT 7. UNLEASH THE THINKERS, DOERS AND INFLUENCERS

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

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

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

Image: City of Ballarat Westlake Trio



PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD-CLASS

CATAPULT 8. GROUND-BREAKING INSTITUTIONS AND CULTURAL OFFERINGS

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

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

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

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



CATAPULT 9. LOVE AND EMBRACE THE HERITAGE AND CULTURAL CANVAS

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

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

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

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

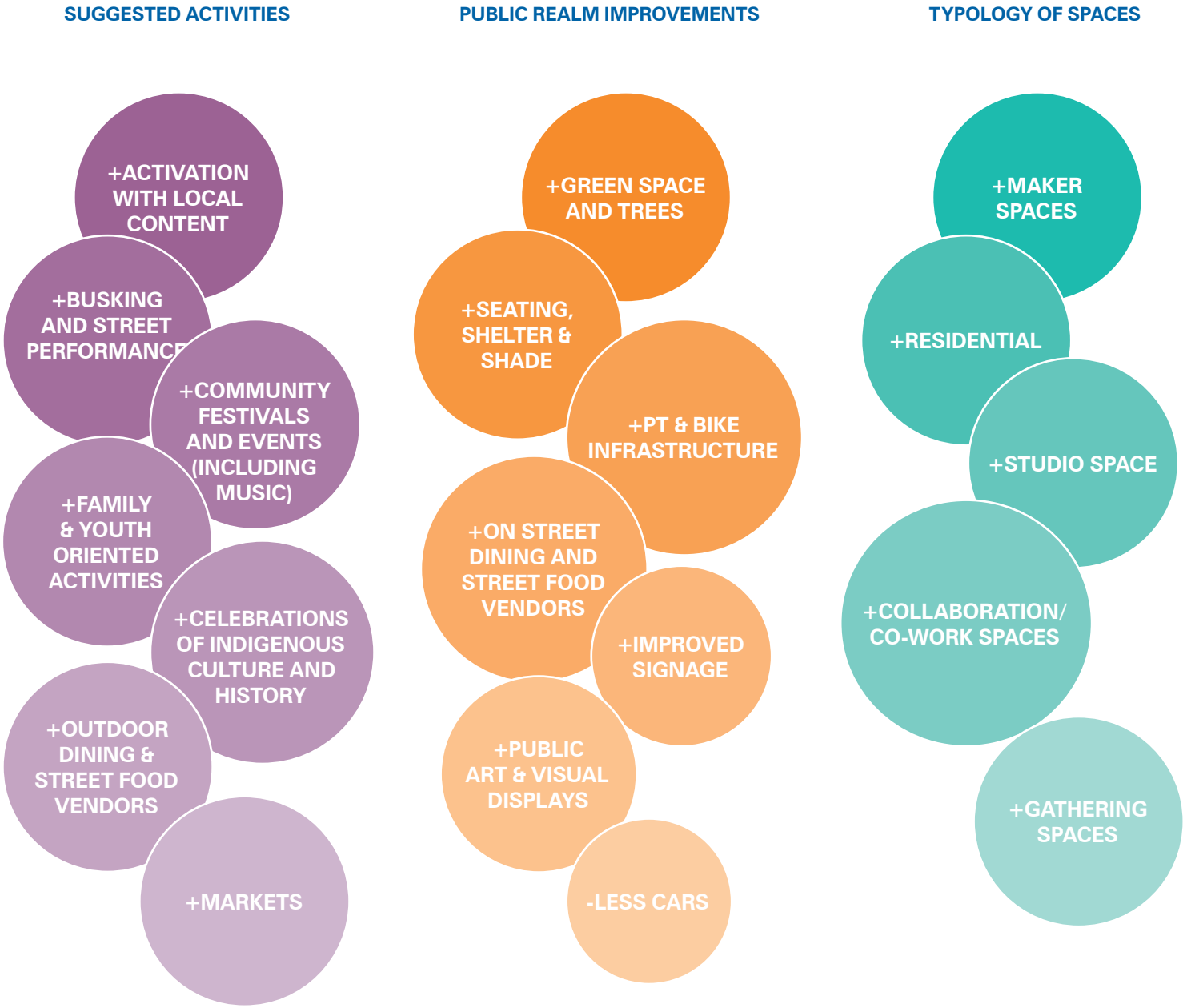
WHY? WE WANT A WORLD-CLASS CREATIVE PRECINCT AND WE WANT OUR PUBLIC SPACES TO DEMONSTRATE OUR CREATIVITY.

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

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

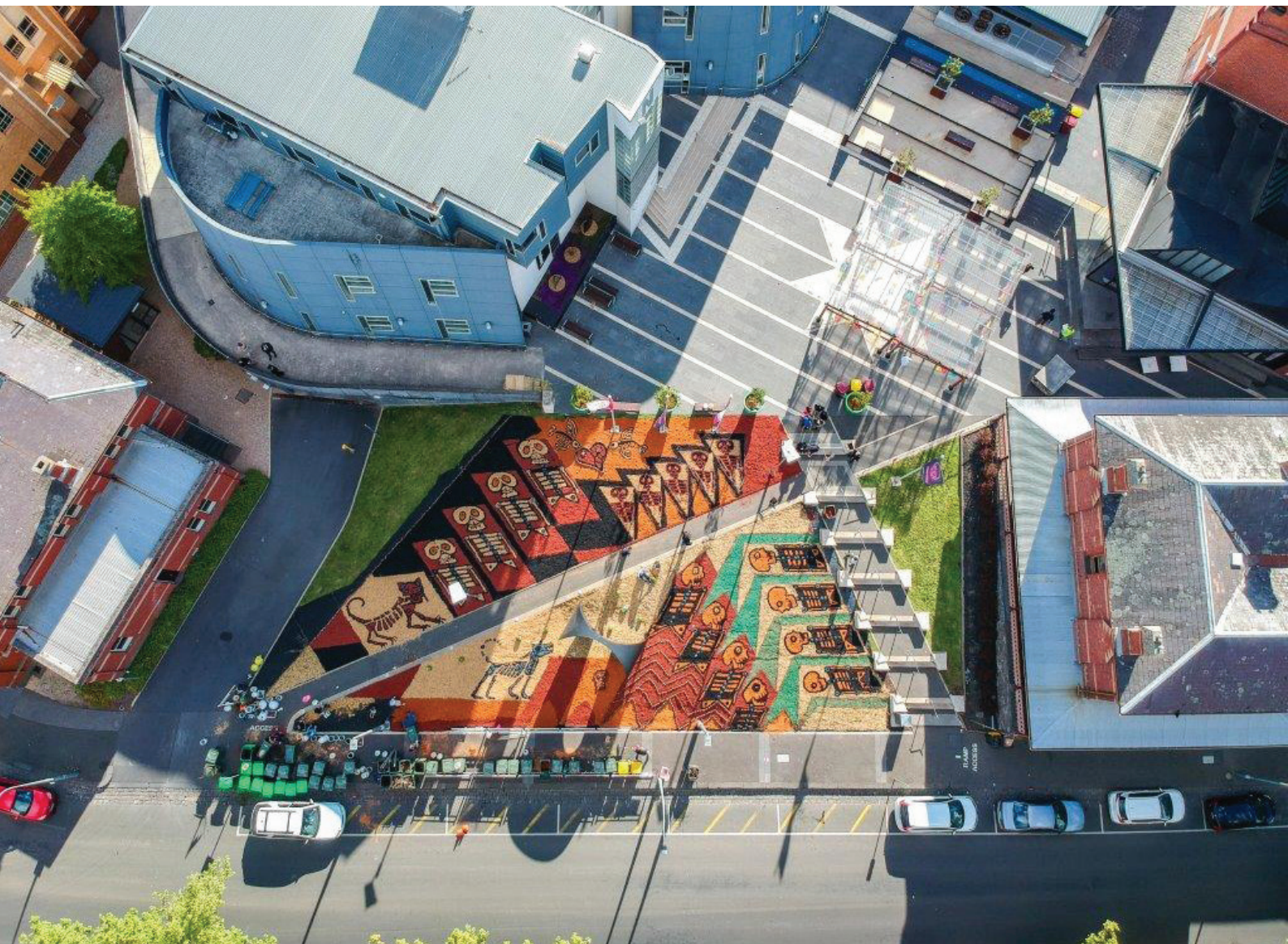
Humanise the streets - make them comfortable to walk, sit, eat outdoors. Create communal spaces both outdoor and indoor that feel comfortable and welcoming. Value comfort and vibrancy over high-tech and cool/architecturally designed.

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



Source; SGS Economics and Planning, 2018.

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



What will we do to get there?

SEVEN STRATEGIC GOALS FOR BALLARAT'S CREATIVE CITY STRATEGY

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



Goal 1:

Ballarat is a creative city with entire community participation

Goal 2:

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

Goal 3:

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

Goal 4:

Ballarat's cultural economy and market is continually growing

Goal 5:

Ballarat is a city with strong representation of a variety of creative industries

Goal 6:

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

Goal 7:

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

GOALS AND MEASURES OF SUCCESS

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

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

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

Targets

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

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

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

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

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

Target

Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.⁹

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

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

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

Target

Triple the aggregate number of attendances at (nominated) events and institutions¹⁰ in Ballarat, from residents, between 2018 and 2030.

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

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

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

Target

Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.¹¹

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

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

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

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

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

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

Target

Achieve 3,000 jobs in Creative Industries (excluding arts and culture) by 2030.¹²

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

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

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

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

Target

Increase the proportion of STEAM qualified professionals¹³ in the Ballarat labour force from 14 per cent to 20 per cent by 2030.

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

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

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

Target

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

¹²Total Creative industries jobs currently 1,500 ABS POW Data, 2016.

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



ACKNOWLEDGEMENT OF COUNTRY

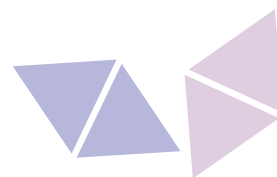
The first foodies & farmers of Ballarat were, of course, the Wathaurung people whose association with this region of thousands of years. Their connection with and dispossession of land is acknowledged.

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

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

REALISING THE VISION – THE ACTIONS:

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



PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

Catapult 1. Visible Creativity – always something happening

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

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

Catapult 2. Improving access, sustaining creative industry professionals

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

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

Catapult 3. Sustainable funding and investment

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

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

Catapult 4. New audiences, participants and markets

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

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

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

A10. Properly understand audience segments and their aspirations

PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

Catapult 5. Can-do creativity

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

Catapult 6. More places to create and share

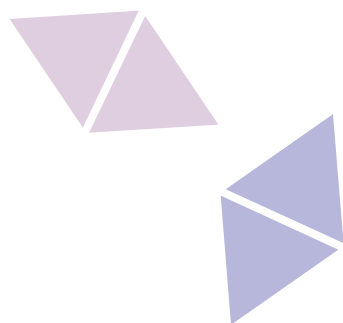
A12. Continue to unlock underutilised real estate in Ballarat to support creative industries

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

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

Catapult 7. Unleash the thinkers, doers and influencers

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



PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD CLASS

Catapult 8. Ground-breaking institutions and cultural offerings

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

Catapult 9. Love and embrace the cultural and heritage canvas

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

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

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

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

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

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

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

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





The actions: How might we support them?

Everyone

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

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

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

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

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

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

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

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



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

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

Artist: Daniel Butterworth
Image: The Lost Ones Gallery



Artists, Artisans & Creatives

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

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

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

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

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

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

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

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.

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

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

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



Council

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

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.

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.

HERE ARE 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.	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.	Be a philanthropic partner to help fund major curated art and creative programs.	Be a philanthropic partner to help fund major curated art and creative programs.	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.	Assist Council in attracting world-renowned experiences/exhibitions/ events.	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).
	Think about attending other venues you haven’t been to before. Enjoy some of the fantastic live music on offer throughout our city.	Be a venue, and let your customers experience part of the program of established festivals and events.	Be a venue, and let your customers experience part of the program of established festivals and events.	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.	Fund and promote internationally significant festivals of creative expression in Ballarat - both from local creatives and those pushing the boundaries from across the world.	
A2. Take opportunities to use temporary and other structures and spaces as a canvas for creative expression.	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.	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.	If you need scaffolding on your own building, make it part of the contract with your builder to procure and display content.	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.	Pay artists to use construction hoardings on major city shaping projects across Ballarat as a canvas for temporary community art.	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).
		Identify suitable public spaces for the presentation of your work and seek relevant permissions from Council or owner of space/structure.	Consider murals, street art or other creative pieces for blank walls of your buildings.	When designing public spaces, consider the use of creative pieces / public art in those places.	Build public art into new construction projects.	

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.	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).	Support the work of others. Prioritise local creative practitioners or businesses when seeking services to develop, execute or present your work.	If you engage artists, ensure you pay fair rates in line with industry codes of practice (eg NAVA for visual artists).	Provide a facilitative service for creatives, to navigate any applicable Council regulatory processes for creative activities and projects.	Ensure that creative sector funding rounds are accessible by the regional creative sector and that equitable levels of funding are targeted towards Ballarat.	Examine your supply chains and try to use them to support other local creative industries wherever possible.
	Attend local events, shows, galleries, markets and exhibitions to provide your financial support for the creatives behind them! 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!).		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).	Continue to support local artists via the City’s public art policy and commissions. 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). Continue strategic partnership arrangements with festivals and events which in turn support local creatives.		
A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses.		Find new ways to collaborate. Join a collective or share your skills and knowledge with other creatives through workshops, mentorships and artist talks. Put yourself forward for business management workshops or professional mentoring opportunities to learn new skills to grow your business.	Provide mentoring or professional development workshops for creatives wishing to develop their business management skills (eg marking and promotion, business management, business angels for creatives). Share your business expertise by sitting on a not for profit board in the creative sector.	Lead the development of a local industry scheme to offer coaching /mentoring and business and support skills workshops for creative businesses.	Ensure that resources, toolkits and training developed for the creative sector are appropriate to and accessible for the regional context (eg Creative Victoria resources).	Take advantage of professional development and networking opportunities in Ballarat. If you have a creative entrepreneurial start-up idea, consider putting yourself forward for a pre-accelerator or accelerator program in Ballarat.

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
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.	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...	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>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>	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.).	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.

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).	<p>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.</p> <p>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).</p>	<p>Facilitate programs, partnerships and opportunities to merge creativity, technology and entrepreneurship to provide continual innovation for our community and industries.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>Provide acknowledgement of Ballarat as a STEAM community.</p> <p>Continue to support the delivery of STEAM education in Ballarat via the Ballarat Tech School, and encourage community and industry use of the facilities.</p>	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.	<p>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).</p> <p>Provide sponsorship for major events and festivals, to show your support and pride for Ballarat as a leading creative city.</p>	<p>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.</p> <p>Seek to stage ground-breaking events, festivals or exhibitions that surprise and excite locals and visitors alike.</p> <p>Continue to provide funding and in-kind support for established or emerging major events and festivals.</p> <p>Celebrate our local individuals who are now representing Ballarat on the world stage through an annual program of recognition (eg bestowing a civic honour).</p>	<p>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).</p> <p>Continue to provide funding and support for major events, festivals, exhibitions and tourism experiences in Ballarat.</p>	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.	<div>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.</div> <div>Encourage ambitious new works of scale, which intersect with heritage, stories and notions of artful engagement with our place.</div> <div>Expand Indigenous programming within City of Ballarat offerings such as events, performances and exhibitions.</div> <div>Leverage existing campaigns to provide a multi-dimensional marketing platform for Ballarat’s unique creative products and offerings.</div>	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.

