The Bridge

2021 EXPERIENCE STRATEGY

CITY OF BALLARAT FREESTATE Hassell

24.11.2021

FINAL SUBMISSION - V02

This document has been written for the City of Ballarat and its associated place management teams to guide the decision making process for the public realm works and ongoing activation of Bridge Street and the wider Bakery Hill precinct.

All best efforts to site reference images used in this document have been made, though if we have misrepresented any credit, please let us know.

Submitted: 24.11.2021
Version: V02

COVER IMAGES: Bridge Mall, Ballarat, photographed by Larry Vila Pouca

CITY OF BALLARAT FREESTATE Hassell

"First life, then spaces, then buildings, the other way around never works."

JAN GEHL, LEGENDARY URBANIST

PROJECT SUMMARY

THE BRIDGE EXPERIENCE STRATEGY

Overview

The opportunity to support the City of Ballarat's Bakery Hill Urban Renewal Plan by way of The Bridge's Experience Strategy shows the dedication to creating a socially useful and commercially astute place for all. The City of Ballarat is investing heavily in streetscape works and the strategic positioning of The Bridge is a critical component for the revitalisation of the area.

The Bridge Experience Strategy is the link between the Urban Renewal Plan and all the individual acts of precinct cooperation that together forms the whole. A flexible set of urban initiatives that together creates a distinctive offering, united by a unique selling point: We are independent. The process itself has been a manifestation of A Pattern Language* theory, and is in support of City of Ballarat's Creative Cities Strategy.

*"A Pattern Language: Towns, Buildings, Construction". APA (6th ed.) Alexander, C., et al.

Bakery Hill will be the new destination for Ballarat - a cosy quarter within Ballarat's grand historic CBD - setting a standard for urban renewal which fully embraces the unique heritage canvas.

Success

This body of work was commissioned by the City of Ballarat working in collaboration with FreeState and Hassell. Additional input was provided by the Bridge Mall Business Association and community representatives. In creating the key destination for Ballarat, we sought to:

- Attract investment and stimulate the local economy
- Create a unique place to attract residents, visitors and activity
- Strengthen the connection and celebrate the precinct's heritage, historical and cultural importance
- Facilitate movement within the street itself

More than just creating the environment, this requires active planning to design for not only attraction, but also involvement of people and creating a sense of belonging.

The nuance, the incredible role of the mall.

Balance trade and life.

A need for evolution.

Keep what we love, into a new future.

Big question

How might we design a place for both continuity and change for Bridge Mall?

Reposition as Ballarat's meeting place.

Different areas and journeys.

How might we reinvigorate a place to a destination?

Help the Bridge Mall find its way.

Connection in with events.

A story to unite us.

Have a point of difference to other offers.

A program to attract.

Visitor economy lens.

Design for heritage and access using universal design.

Bridge Mall is already a loved place, so why don't we just grow that? We need to re-think our delivery, but we will preserve its DNA.

**Quotes from City of Ballarat Councillors' project successes*

INVESTIGATION OVERVIEW

City of Ballarat have conducted extensive consultation with community groups. This information has provided the foundation for this investigation, with additional engagement activities undertaken to fill any gaps and ask more focused experience-based questions. We identified seven initial audience groups: the Bridge Mall Business Association, residents and visitors, local creatives, social enterprises, kids and family specialists, youth specialists and property specialists, ensuring we spoke to the most diverse and relevant groups.

These findings are a synthesis of desk-based research and 13 interviews with key stakeholders. More information can be found in the following pages.

IMAGE: Showfields, New York City

01 People

1. Many Individualised Narratives
2. Seeing Myself in the Place
3. Part of your Everyday

02 Place

1. A Trading + Place
2. Commercial Balanced with Play
3. String of Rooms
4. Appetite for Change

03 Program

1. (Re)Discovery
2. Finding its Place within Ballarat
3. Centralised Activity and Program
4. Plan Long-term, Start Now

KEY FINDINGS

People

01 Many Individualised Narratives

Individuals have a high degree of perceived ownership of the narratives/stories in this place - presents as passion and energy - but lack cohesion and clarity at a community level.

02 Seeing Myself in the Place

Disability access issues need to be resolved, and a wider demographic of POC/CALD & Indigenous People do not see themselves represented in this place currently.

03 Part of your Everyday

This place is a stop in a resident's broader journey and should be considered in sequence with what comes before and after, including the surrounding 'Big Box' offers.

IMAGE: Made of Ballarat, photographed by Matt Dunne

KEY FINDINGS

Place

01
A Trading + Place

This will remain a place of trade but there's appetite, and trend, to expand the mall beyond retail to include cultural exchange, social value and enriched forms of trade - conversations, learning, making, etc.

02
Commercial Balanced with Play

Space which is easily activated will encourage different uses of the area, possibly extending into the retail environment. A careful balance is required for social activity with commercial activities.

03
String of Rooms

The architectural features of the site and public realm encourage use like a series of 'rooms' or experiences, permitting the community to use them in a wide variety of ways across space and time.

04
Appetite for Change

It is not a retail mall nor a shopping centre. It is not Kryal Castle nor Sovereign Hill. It is not Armstrong Street, Main Road nor Lydiard Street. It is the home of independent retail that is informal, familiar and comfortable with a touch of grit, quirky and bizarre.

IMAGE: Ballarat sites of significance by cell phone data, Place Intelligence.

Program

01

(Re)Discovery

The story of this place is not well told. This place is rich with assets that can be uncovered and elevated. There are many strong stories we can embed in the design and the way the space is used.

02

Finding its Place within Ballarat

Bridge Mall needs to find its place within the other Ballarat offers, but it has a distinct personality that we can embellish and some characteristics it shares with other Ballarat offers.

03

A Cosy, Live Quarter

The Bridge offers an opportunity to create a new live and cosy quarter of the city - a space which can be used for events, markets, play and meeting through a public realm that enables narrative environments, programming and community activation.

04

Plan Long-term, Start Now

The appetite for change is huge. While we build a strategy and place for the future, we can start pre-construction and use the mall as a living prototype to test our social and retail models and invite people in from today.

IMAGE: Free to Feed, Melbourne.

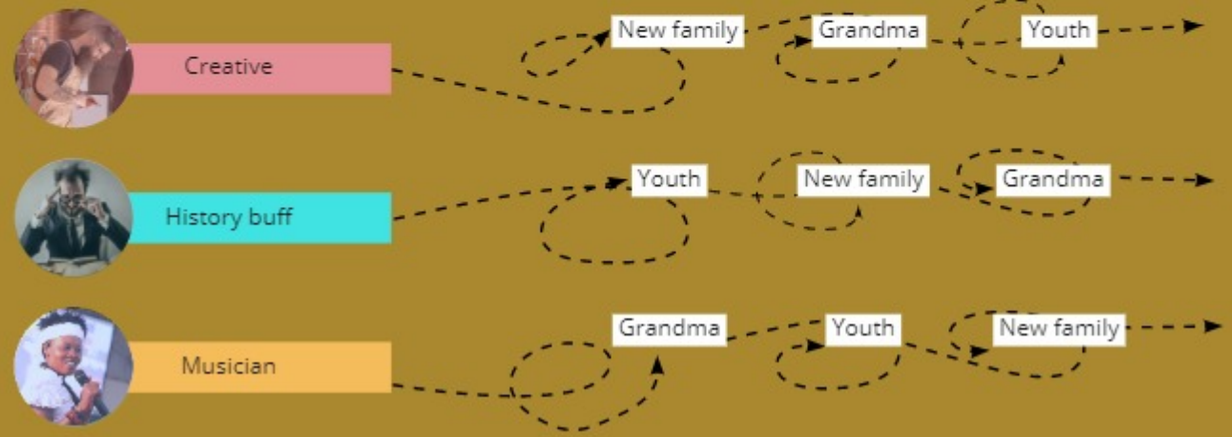
WHO IS IT FOR?

In support of this investigation, quantitative place analysis by Place Intelligence was used to assess audience behaviour, usage patterns and activity centres. Supported by the thirteen visionary interviewees, we have a rich and rounded view of the current and future users. Our goal in this phase was to begin to explore the differences in opinions between new and long-time residents and businesses and to establish some early opportunities that could be explored for the future strategic positioning.

Working with 'end-users' guarantees people the right to design their own place, and to set in motion the democratic processes which will ensure its flexible continuation.

How might we tell the story of the following characters on a journey to and through The Bridge:

What are the activities and who are the people they encounter on this journey?



THE LOCAL SHOPPER

- Frequent visitor to The Bridge
- Same parking spot, walking route to the same shop
- Focussed on a task / need

THE INSPIRED CREATIVE

- Moved back to Ballarat
- Performing is an important act of sharing for me
- Interested in the planned Australian Centre for Rare Arts and Forgotten Trades (CRAFT)

THE ACTIVE YOUTHS

- Hangs out at The Bridge
- Often wait here to meet up with friends
- Use bikes and the bus to get around
- Needs more engaging activities

THE LIFESTYLE MOVERS

- Pre-/Post-retiree couple who always planned to retire away from Melbourne
- Abundant free time, seeking connections
- Seeking a regional lifestyle with city comforts

ESTABLISHING ROOTS

- Attends Federation University for post-grad studies
- Renter couple seeking to become home owners
- Attracted by culturally safe and welcoming places for new migrants

THE FRESH STARTERS

- Country kids met in Melbourne
- Moved to Soldiers Hill to buy a house & start a family
- Miss parts of the life style and activity of inner city life

CURRENT USERS

FUTURE USERS

**Adopted from 'Live in Ballarat Audience Research', August 2021*

WHAT EXPERIENCE DO THEY NEED?

KEY EXPERIENCE ENABLERS
We heard of a need for safety, and a perception of safety, through lighting, passive surveillance and cultural safety. We heard there's a need for protection and shelter when the extremities of the seasons hit The Bridge. We also heard there's a need for increased comfort, connection, resting places and ownability by the community, that this is Ballarat's place.

These are the experience principles and the means – people, place and program – for successfully delivering and activating The Bridge's vision.

	PEOPLE	PLACE	PROGRAM	
FORUM	**Social character** Historical, culture, essence and experiential qualities. A culture of creativity, innovation, debate and community voice. Balance the purchase of goods and services with the exchange of thoughts, ideas and gossip. 	**Permeability and movement** Multiple pathways in. Inclusive and equitable, design for universal access. Multiple fronts and backs. Eyes on the street. Encourage people to take journeys between levels, indoor/ outdoor, with someone performing. 	**Water, green and in-between** Essential glue with native, water elements, between spaces and pathways, embrace sustainability. Connect with the outdoors. 	**Hub scale** *Celebration, town square, big events*
TRAIL	**Richness and diversity** A sense of home. A place for micro-communities. Diversity of reasons to visit The Bridge. A series of rooms with textures and materials. Invite existing events in and showcase activity and life. Keep the grit. 	**Future flexibility** Adaption and iteration over time. Movement into, out of and through The Bridge as part of bigger journeys. Serendipity and casual encounters. 	**Experimentation** Celebrate experimentation, add drama to the destination, design for flexibility and agility, and community experimentation. Design for above and below ground. 	**Journey scale** *The glue, ebbs and flows, connectivity*
HUMAN	**Identity** From a singular offering to a destination of diversity. Welcoming symbols and signals for all. Difference is celebrated. Design for cultural identity and safety. The unique selling point is 'independent'. 	**People places** Comfortable spaces for people to gather and linger longer. Places to meet, draw to central destinations, allow for intervention, and design for public and semi-public. 	**Small is mighty** Not monumental. Human scale, exploratory, temporal and permanent. Design for layering and different planes. 	**Event scale** *Diverse, cultural, curatorial, identity-driven*

INVESTIGATION SUMMARY

A whole-ecosystem approach is needed to rejuvenate and create value for the community. We heard of a need to give The Bridge back to the community and have a sense of engagement for all of Ballarat's diverse people. The challenge is how to get everyone seeing The Bridge in a new way to seed this positive engagement.

A place is formed not with one story, but with a collective story of each individual offering their own interpretations out of many. To do this, we need the shops, the public realm, the facades, the stories and narratives and the community all working together. This is a continual process of creative action and active management that whole-heartedly puts the individual and the community at the centre of its decision making.

In the following sections, we'll explore what a 7 star, 10 star, and even an 11 star experience for The Bridge will look like and how to get there.

FROM	TO
Pedestrian Mall	Town Square
Anchor tenants	Anchor experiences
Retail focus	Community focus
Traditional offer	Diversified offer
Task-based	Journey-based

KEY BENCHMARK

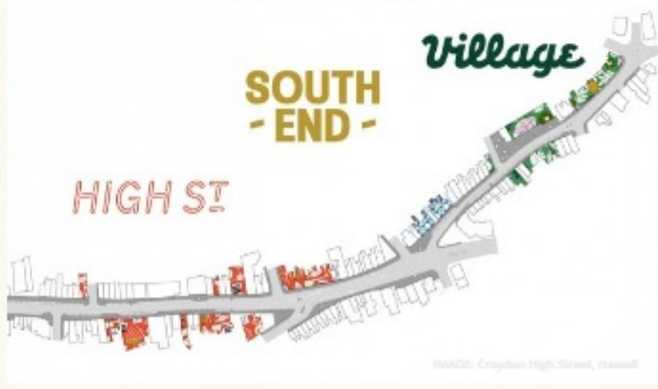
Croydon High Street

"Keeping the community involved was central to our plan, so young people from Croydon's Turnaround Centre created artwork for vacant shops, while We Made That designed a 'Meanwhile Tool Kit' of pop-up ideas to revive them."

The idea was simple. To bring the Croydon community back to its neglected high street, the high street needed to be a safe, inherently welcoming public space. And to do this, the community needed to feel meaningfully involved.

Together with creative agency We Made That, Hassell transformed a vacant property into the 'The South End Ideas Shop', a community hub for local residents to tell us their concerns and ideas. The community's vision for the high street included more green spaces, a celebration of the street front's heritage and a more accessible precinct.

In response, the design de-cluttered the street to better showcase the heritage of local buildings, and We Made That helped make tired shopfronts look new and interesting again. New trees made the spaces more inviting and public art brought walls and windows back to life and the design expanded the footpath to encourage leisurely strolling and al fresco dining.



KEY BENCHMARK

Stockton High Street

"Bulldoze the high street and build a giant park: is Stockton the future of Britain?"

What do you do when M&S, Debenhams and New Look are all gone? Knock down the shopping centre and replace it with a riverside oasis. Stockton-on-Tees is leading a radical rethink of our urban centres, which is now even more urgent as Covid takes its toll.

"Word had got round that we'd bought a shopping centre that had come on the market," says councillor Nigel Cooke, cabinet member for regeneration. "The gist of the response from fellow councillors was: 'Are you mad? There's no future in shopping centres'. I said: 'We've not bought it to run as a shopping centre. We've bought it to knock it down'. They said: 'You're even madder than we thought'. No one had thought of doing what we're doing."

While some towns scramble to convert empty department stores into flats, or fill vacant shops with community pop-ups and urban farms, Stockton Council has come up with an altogether bolder proposition for the post-retail age. It plans to demolish half the high street and replace it with a park.

The Stockton vision is to buy up, repurpose, restore and reconfigure the heart of the town, emphasising events, independent enterprise, green space and conviviality. As a glamorous statement of intent, in just over a fortnight one of the finest art deco theatres in Britain will reopen its doors.

Words adopted from The Guardian, Aug 21.

KEY BENCHMARK

Tai Kwun, Hong Kong

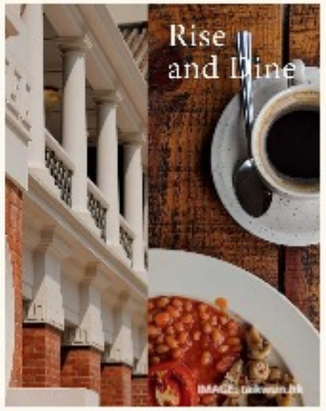
"We aspire to offer the best heritage and arts experiences, and to cultivate knowledge and appreciation of contemporary art, performing arts and history in the community."

Tai Kwun is Hong Kong's Centre for Heritage and Arts — a cultural destination for inspiration, stimulation and enjoyment.

Opened in May 2018 and operating on a not-for-profit model, Tai Kwun is the fruition of a joint partnership between The Hong Kong Jockey Club and the Government of the HKSAR to conserve and revitalise the buildings of the historic Central Police Station compound, which represents one of the most significant revitalisation projects in Hong Kong.

Tai Kwun invites all visitors on a journey of discovery that unites multiple genres of arts, heritage, culture and lifestyle in Hong Kong. Here, visitors will discover the rich heritage of the site through the thematic exhibitions and immersive public programmes that explore Hong Kong's history and culture.

In 2019, Tai Kwun received the Award of Excellence in the 2019 UNESCO Asia-Pacific Awards for Cultural Heritage Conservation.



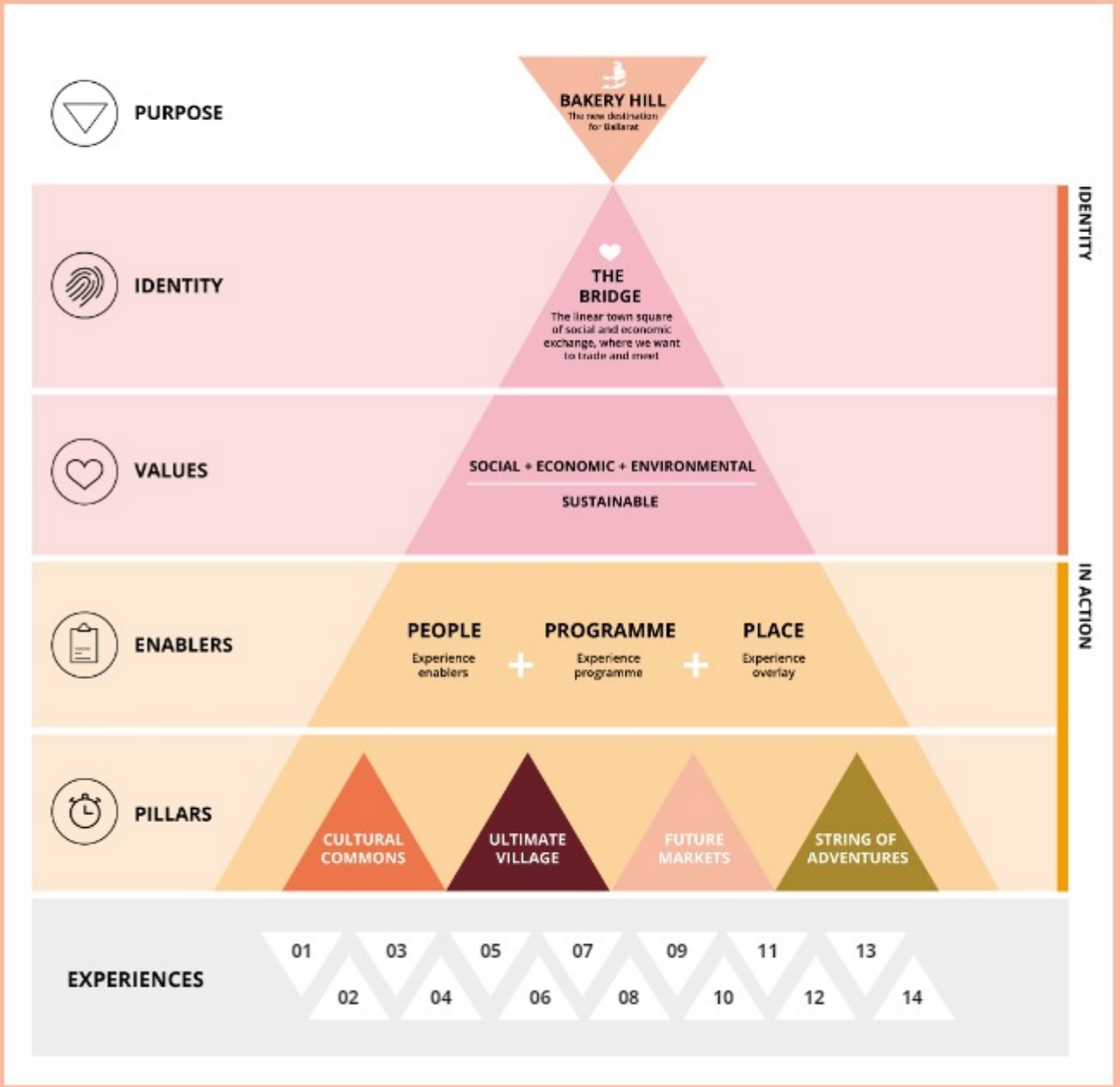
02
The Experience Vision

THE EXPERIENCE STRATEGY FRAMEWORK

The Bridge Experience Strategy represents an entirely new attitude to design and planning - starting by envisioning what could happen here. It is apparent we cannot rely on retail alone, and therefore The Bridge Experience Strategy sees The Bridge evolve as a linear town square, based on an expanse of health, education, entertainment, leisure, arts, crafts and heritage experiences. Starting with the public realm, it empowers communities to re-invent their place in order to attract people to live, work, play, visit and exchange.

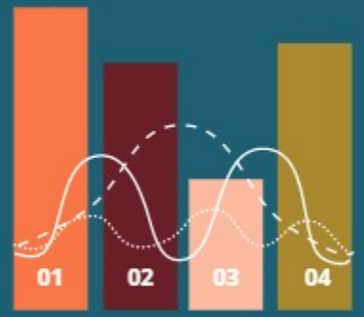
More information on this strategy can be found in the appendix.

PURPOSE	*The purpose describes the aims and ambitions of The Bridge – within itself and in relation to the wider City of Ballarat purpose.*
IDENTITY	*The identity sets the tone for the entire vision. Aimed at a diverse and innovative community, it gives The Bridge a sense-of-self as personality and brand.*
VALUES	*The Bridge's values embody the vision's identity. These values are what we hold to be true, and guide the development of all our future initiatives here.*
ENABLERS	*Our enablers bring the identity and values to life. These are the plans and the means – teams, design briefs, and resources – of activating and managing those plans.*
PILLARS	*The pillars see the whole vision brought to life. The four pillars are where the 16 experiences come to life, but can be realised in different ways in the future.*
EXPERIENCES	*The 16 experiences are the first means by which we activate the experience masterplan. Depending on context, their briefs may change over time.*



THE PILLARS AND EXPERIENCES

The Pillars and Experiences
The Bridge pillars and experience concepts were generated through facilitated co-creation sessions with an aim to make-real the strategic positioning of the precinct.
The communally adopted pillars guide the design and construction. The experience concepts, or local acts, have been generated from the hands of the users. Our goal is to provide you and your teams with a simple set of tools that are easy to follow and align with the needs and expectations of the users of the precinct.



Application and use
The four pillars are used as a means to dial up and down the key experiences over time and place. The adopted projects can be determined within budgetary periods and overwhelmingly preference small projects. The experience of the precinct can be evaluated against this framework to diagnose which spaces are active and which are not. These pillars have been developed for application to The Bridge today and are likely to evolve over time so The Bridge remains relevant to the communities it serves.

PILLARS

01 CULTURE COMMONS

The Cultural Commons pillar encourages a place of confluence and balance, bringing different people together to exchange, share and collectively grow.

EXPERIENCES

- 01 Meeting Places
- 02 Making your Mark
- 03 Yarrowee Expression
- 04 Quiet Backs

02 ULTIMATE VILLAGE

The Ultimate Village inspires everything you need within easy reach. A diverse, central bazaar, making it a part of your everyday and encouraging you to linger longer.

- 05 Welcomes
- 06 Regenerative Ecology
- 07 Community Collaboration

03 FUTURE MARKETS

The Future Markets create a comfortable space for us to explore and try new things. With platforms for learning, practicing, testing and trialling new things.

- 08 Living landmark
- 09 Ideas Interchange
- 10 Rent a Surface
- 11 Activation pods

04 STRING OF ADVENTURES

The String of Adventures pillar enables you to choose your own path, play, explore new stories, discover new perspectives and find your own old gold.

- 12 String of Stories
- 13 Darkness Strategy
- 14 Play Street

EXPERIENCE MAPPING

This plan is evolving in line with the public realm design development works.

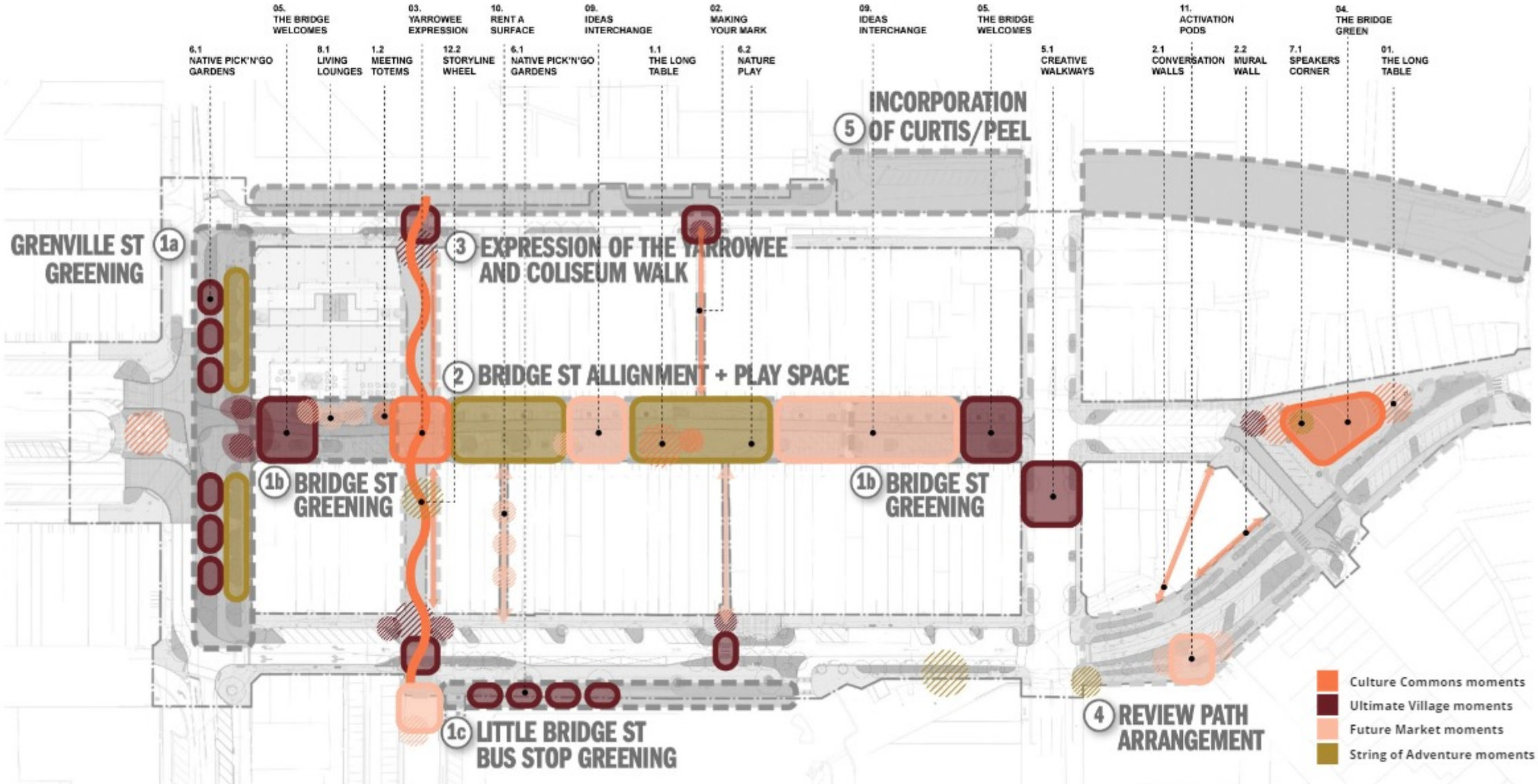
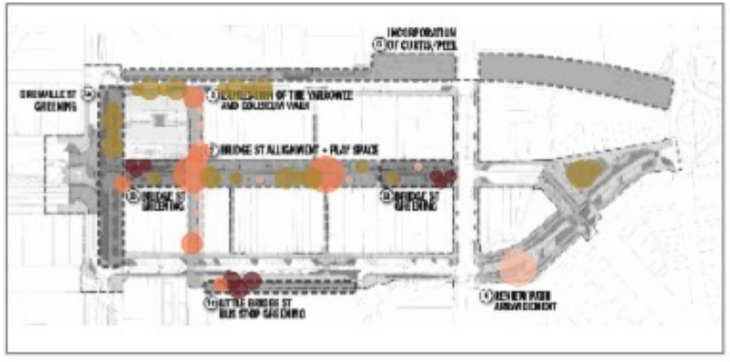


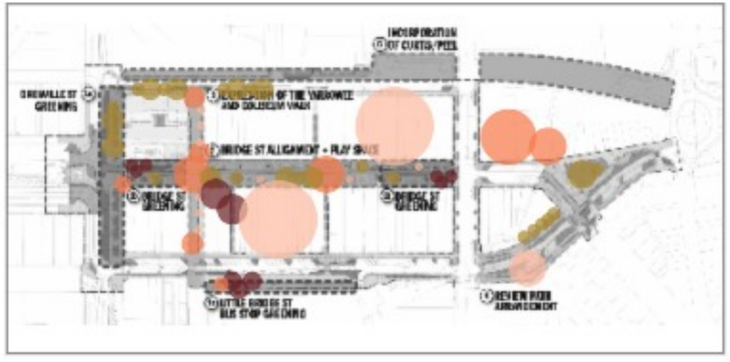
IMAGE: Draft public realm design, supplied by Hassell

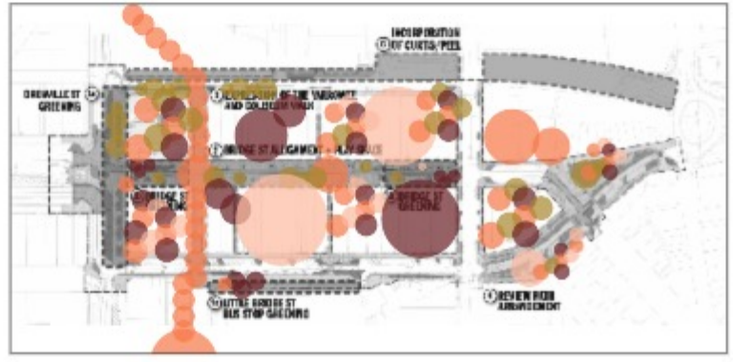
EXPERIENCE MAPPING

How we create and calibrate public spaces is really important. We start the ball rolling, introduce small changes, that may be temporary, that grow into meaningful shifts and accommodate all the needs of its people. It's a big vision, incrementally achieved.

- Culture Commons moments
- Ultimate Village moments
- Future Market moments
- String of Adventure moments







NOW

- Start rejuvenation with the public realm design
- Enact permission to use the street
- Attracting and activating the street to draw people in
- People's activity and close proximity to one another is important
- Grungy little neighbourhood is celebrated and amplified, people are called to come in and make it their own before the construction starts

ATTRACTION
We hear that its lively!

NEXT

- Market day occurs once a week, instead of once a month
- Link to festivals, a sense of feeling of engagement for all of Ballarat
- People recognise this is the entrance to Ballarat, a reason to stop, and the public realm rejuvenation expands into the shops and tenancies
- We are better connected with nature, and therefore with each other

INVOLVEMENT
We are wanting to be there!

FUTURE

- Ballarat owns The Bridge
- We see creators working in the space and showcasing their works
- Adaptive re-use of the buildings enables use of the second and third levels, basements and parking
- In a joint partnership with HUL Ballarat, facades and canopies are continually restored and maintained

BELONGING
We feel affection for the place!

03
The Experience Realisation

CULTURE COMMONS

Overview

The Culture Commons is a place of confluence and balance, bringing different people together to exchange, share and collectively grow. A place that invites you in with familiar symbols and signals, provides the catalyst for you to change direction and evolve your thinking. An attractive destination that welcomes everyone. An energetic place that is full of life.

CULTURE COMMONS EXPERIENCES

Down the Track, Alice Springs

01. MEETING PLACES

Wall Mural artwork, Melbourne

02. MAKING YOUR MARK

Yagan Square, Perth

03. YARROWEE EXPRESSION

Cadigal Green, Sydney

04. QUIET BACKS

Meeting Places

EXPERIENCE OVERVIEW

Meeting Places are a reason for visitors to come and stay a little longer. The physical arrangement hints towards the type of activity we can do here - sit and perch, gather and reflect, rest on bended elbow, or come together as a diverse community and feast.

These Meeting Places facilitate the seasonal public program of events - Wadawurrung ceremonies, community food outreach, parents' groups - who feel like they can occupy these areas freely and comfortably. The Meeting Places enhance the surrounding retail by extending the in-store experience into the public realm, be it for enjoying food, drink or wares.

EXPERIENCE COMPONENTS

1.1 THE LONG TABLE

The Long Table connects us to other users and fosters those serendipitous moments of conversation, sharing and delight. An open-to-all table that invites community groups to use it for cooking, craft or gardening workshops. This is a place for learning, meeting and doing.

Phase 1 ☐ ☐

1.2 THE MEETING TOTEMS

Large culturally significant totems help us navigate The Bridge and create meeting places as identifiable landmarks in the street. In partnerships with local Wadawurrung and community outreach members, the co-designed totems help the whole community feel welcome and represented at The Bridge.

Phase ☐ 2 ☐

1.3 COMMON GOOD GROUND

A ceremonial space that also looks beautiful and inviting when not in use. Join Wadawurrung traditional owners here for cultural events, welcome to Country ceremonies and National Sorry Day, or sit here for some quiet time to yourself while you contemplate.

Phase ☐ ☐ 3

EXPERIENCE ENABLERS

PEOPLE

- Invite local business in to use The Long Table for workshops
- Wadawurrung Corporation program partnerships
- Co-design the common good ground together

PROGRAMME

- Craft, cooking & gardening program
- Cultural diversity connector events
- Film and cocktail screenings
- Craft and food workshops
- Ballarat 'foodies' showcase
- Dog meets

PLACE

- Shared table
- Portable outdoor kitchen
- Community garden beds
- Moveable group seating
- Temporary event space

Making your Mark

EXPERIENCE OVERVIEW

Making Your Mark is a constant conversation between the community and The Bridge. It's a platform to ask questions, get feedback, encourage active participation, and reinforce the independent and community-centric identity of this place. Inspired by the idea of the 'Before I die...' global art project, these are lo-fi ways to include the community in placemaking, dialogue and decision making, whilst also being a platform to celebrate and tell more layered and diverse community-led stories. The successful application of this concept is cues that encourage the public to initiate creative art-ivisms and storytelling by themselves, and continue the legacy of artistic interventions in this place, ie. Existing tiny houses and yarn-bombing program.

EXPERIENCE COMPONENTS

Community Chalkboards, Playscapes

2.1 CONVERSATION WALLS

It could be as simple as a chalkboard painted wall, or it could be a wall-lined chalkboard installation. The ethos is about surfaces for the community to add their mark and document their time there, towards building advocacy and affection for the place and fellow people.

Phase ☐ 2 ☐

Wall Mural artwork, Melbourne

2.2 MURAL WALLS

Key dedicated art walls in The Bridge precinct create hero 'Welcome to The Bridge' moments, and connect with a wider role to enhance 'Welcome to Ballarat' moments through super graphic and photo-worthy scenes in partnership with diverse and story-led local creatives.

Phase ☐ 2 ☐

Tai Kwun, Hong Kong

2.3 SERENDIPITY IN THE STREET

What do you get if you combine a Mad Scientist with a Wadawurrung Elder, or a Creative Chef with a Brew Master, and throw in some Chinese History? The Bridge is a place for programming and community activation with defined performance space, grassy hills and play spaces ready for activation.

Phase ☐ ☐ 3

EXPERIENCE ENABLERS

PEOPLE

- The Bridge Graffiti Maintenance Crew
- Daily artwork and profanity review
- Booking system and artwork installation oversight

PROGRAMME

- Artists commissions (live drawing)
- Public art walks
- Ballarat's largest yarn bombing
- Interactive projection festival
- Repurposed bricks competition
- Historical graffiti tours

PLACE

- Chalk board & chalk
- Legal walls
- Flag poles
- Interactive digital screen
- Defined performance space
- Shadow boxes

Yarrowee Expression

EXPERIENCE OVERVIEW

In Wadawurrung language, the Yarrowee River is 'Yaramlok', meaning many gum trees living in water. This powerful image of resting on bended elbow within a natural food bowl beside a healthy and restorative river is pure magic. We express this sentiment in a multitude of ways, but the sight and sound of water as a representation of the flowing river underneath is vital to The Bridge's narrative and enhances the significance of this meeting place.

From artistic representations, to water play and a river-side event space that is perfected for music reverberations and echoes, we celebrate and bed with the river in ways like never before.

EXPERIENCE COMPONENTS

3.1 WE ARE YARROWEE

This is a multi-sensory representation of the Yarrowee River - see, feel, taste and smell the freshness of it. River markings echo the seasonal flood beneath, programmable water features get turned up at night and gold-leaf gum tree leaves decorate the walkways whilst we play in the water-theme play space.

Phase 1 ☐ ☐

3.2 THE BRIDGE SOUNDSCAPES

As we walk through The Bridge our ears prick up at the sound of the Djerrm native frog soundscape through The Bridge sound system. Further sound is activated by the people walking past the street furniture, and there's river beds nearby for us to lie down on while we enjoy the sites and sounds.

Phase ☐ 2 ☐

3.3 LIVE AT THE YARAMLOK

Live at Yaramlok is a program of events that immerse us in underground sensory experiences. There's tour guides who take us under The Bridge when it's safe, a river-side amphitheatre for outdoor performances featuring music and other elevated platforms as stages.

Phase ☐ ☐ 3

EXPERIENCE ENABLERS

PEOPLE

- Yarrowee tour guides

PROGRAMME

- Water trail
- Live from Yaramlok music program
- Drain tours

PLACE

- Soundscape speakers
- Listening pods
- River pavement treatment
- Programmable water feature
- Digital water projection
- Emu footprints and gum tree sculptures

Quiet Backs

EXPERIENCE OVERVIEW

Quiet Backs are places where we rest with our back up against something in comfort. They're spaces for mental rest and for us to maintain our emotional well-being. The Quiet Backs are named by totems that reinforce what this space is used for, such as 'conversation corner' where we have a heartfelt chat with a friend, 'meditation chair' for personal escape, or 'common good ground' where we gather to do good. The Quiet Backs can be aligned with international days of awareness, such as Mental Health Week, National Tree Day, Are You OK Day and Earth Day.

EXPERIENCE COMPONENTS

The Great Picnic, Cleveland

4.1 THE BRIDGE GREEN

The Green is a quiet back for small outdoor festivals, large scale exercise classes like kick-boxing or taekwondo and mega picnics influenced by a range of cultures. When it's not activated, it's a resting place with moveable deck chairs and picnic tables to soak up the sun on your lunch break.

Phase 1 ☐ ☐

Please Be Seated, London

4.2 RIVER BED LOUNGES

River Bed Lounges are sculptural forms that support you in your most reclined and relaxed position. Doubling as a public art piece, the form of the lounges gives you a sense of privacy if you are alone, and also gives you an identifiable perch to meet a friend.

Phase 1 ☐ ☐

The Wollforth Wishing Tree, Wollforth

4.3 THE BRIDGE WISH TREE

The Wish Tree is used culturally around the world for offerings and wishes. Here at The Bridge, we leave Wish Tree notes during Mental Health Week in connection with local creatives, highlighting positive affirmations to trees and to ourselves. We keep adding wishes until the branches are covered with wishes.

Phase ☐ ☐ 3

EXPERIENCE ENABLERS

PEOPLE

- The Bridge Nature Trust

PROGRAMME

- Bush kindergarten
- Seasonal picks
- Gather and grow programme
- Wish Tree programme
- Mental health week activities

PLACE

CELEBRATE & CONNECT

HOST & SHARE

REST & RECHARGE

All images are for moodboard reference only

ULTIMATE VILLAGE

Overview

The Ultimate Village has everything you need within easy reach. A central bazaar with a diverse range of reasons to visit, making it a part of your everyday and encouraging you to linger longer. It is a place where you can always find new ways to become involved in and celebrate all parts of our community.

ULTIMATE VILLAGE EXPERIENCES

05. THE BRIDGE WELCOMES

06. CIRCULAR LIVING

07. COMMUNITY COLLABORATION

The Bridge Welcomes

EXPERIENCE OVERVIEW

Here, we make the ordinary, extraordinary. Points of arrival and welcome are where the moment of anticipation starts, and at The Bridge we do them the best. We welcome people on bikes, we welcome in multicultural ways, we share our respect to the Wadawurrung with all, and we facilitate people's movement easily with Destination Boards and pedestrian wayfinding. We show what we believe in with dual-language signage, Indigenous flag poles and Acknowledgment of Country in every shop window, plus our display of The Bridge manifesto - printed on The Welcome Crew's tshirts and written on the walls.

EXPERIENCE COMPONENTS

The Chain Effect, Shanghai

5.1 CREATIVE WALKWAYS

Ordinary moments like crossing the road have been turned into a program of delight with partnerships with local creatives to decorate The Bridge's crosswalks. Starting from today to help change motor behaviours, the paths facilitate new ways to see our streets and helps to embed the spirit of innovation and delight.

Phase 1 ☐ ☐

Our Place, Megan Cope, Monash University

5.2 ACKNOWLEDGEMENT OF COUNTRY

Making all feel truly welcome. Seeing language, signs and symbols is a pivotal step to ensuring all First Nations people are recognised and feel welcomed. Indigenous flag poles, signs and symbols in every shop window, and embedded language into signage, naming and footpaths signal that this is welcoming place for all.

Phase 1 ☐ ☐

Carnaby Street, London

5.3 THE BRIDGE BIG WELCOME

From east to west, each threshold is marked with a welcoming gateway. A quintessential photo moment, a way to draw attention to the precinct and celebrate a new inflection point in The Bridge's history. In partnership with local designers and foundries, the gateways are set and installed by local minds and hands.

Phase ☐ 2 ☐

EXPERIENCE ENABLERS

PEOPLE

- Welcome crew
- Creative artists collaboration

PROGRAMME

- Storytelling in language
- Wadawurrung Walks
- The Bridge Manifesto
- Digital map & signage
- Dual-language signage

PLACE

- Bikeway routes
- Sculptural bike stands
- Welcome words
- Pram parking
- Tourist bus stop
- Threshold gateways
- Indigenous flag poles
- Destination board

Circular Living

EXPERIENCE OVERVIEW

Sometimes our perception of a place can only come down to a positive or negative 'feeling'. The Bridge's vision to be a restful, protected and safe place is greatly enhanced by a 'show, don't tell' mentality - with Circular Living principles championed as a gold-plated way to show the evolution and positive feeling of this place. Dedicated green space and gardens, little library co-ops, spaces to meet and run workshops and shelter from the wind greatly enhance the perception of The Bridge as being the choice of places to meet and exchange in Ballarat.

EXPERIENCE COMPONENTS

Yerrabingin rooftop, Eveleigh

6.1 NATIVE PICK'N'GO GARDENS

Streetscape garden beds and/or green rooftops, the native edible gardens are Ballarat's first indigenous urban food production system. To extend The Bridge experience into your home, signs invite visitors to 'pick me' and 'take me home', coupled with a grow your own food programme.

Phase 1 2 3

Ringwood Lake Park, Ringwood

6.2 NATURE PLAY

Inspired by the Wadawurrung holistic approach to health, wellness and connection to Country, the nature play elements are inspired by indigenous motifs, such as frogs, emu feathers or footprints, as well as water reflective of the Yarrowee River, to enhance connection both with each other and with the earth through play.

Phase 1 2 3

Three Follies: The Hedge, Preston

6.3 RE-USE & RE-REPURPOSE

During construction, a programme of re-use engages the community and honours parts of the old mall, including the named bricks, pavers and shelters for example. Materials are re-used by the construction programme to be turned into new urban platforms and artworks.

Phase 1 2 3

EXPERIENCE ENABLERS

PEOPLE

- Community group collaborations
- Kids Gardening Club

PROGRAMME

- Seasonal plant facts & knowledge
- Pick'n'go signs
- Gardening workshops
- Seasonal planting programme
- Community food outreach partnerships and education

PLACE

- Native edible gardens
- Tool library
- Little Bridge Pantry
- Planter boxes
- Water play trails
- Electric car and scooter chargers

Community Collaboration

EXPERIENCE OVERVIEW

Community Collaboration is all about ways we can get the community participating and co-creating this place renewal with us. From democratic Speakers Corners that enable the community to vote and decide on future happenings here, to voting for which significant figures should be embedded in our place, to the establishment of a Construction Skills Centre that ensures local talent are a part of the build and economic development of The Bridge from the very start.

EXPERIENCE COMPONENTS

Speakers corner, Hyde Park

Common Space, San Diego

Kings Cross Construction, London

7.1 DEMOCRACY CORNER

Akin to Hyde Park's speakers' corner, and inspired by the Eureka uprising that occurred here, The Bridge Democracy Corner is a place to get on your soap box or orator's stand and have your say. It's a place to speak coupled with a voting platform, it is part of the democratic running of this community-centred space.

Phase 1 ☐ ☐

7.2 TENANT-LANDLORD SPEED DATING

A digital platform that helps expand the tenancy possibilities between landlords and creatives looking for available space - like creative speed dating for building occupancy. The aim here is to find the right tenant to occupy your building, helping landlords find the right tenant who aligns with their values and desires.

Phase ☐ 2 ☐

7.3 THE BRIDGING SKILLS CENTRE

Make the most of local talent during the The Bridge & Bakery Hill construction by attracting a dedicated construction skills centre partner to occupy a tenancy to train and employ local talent. Making sure that everyone can experience the economic growth and career development, with a special focus on marginalised youth.

Phase ☐ ☐ 3

EXPERIENCE ENABLERS

PEOPLE

- The Bridge Construction Skills Centre facilitation
- Partnerships with Uniting Ballarat and youth services

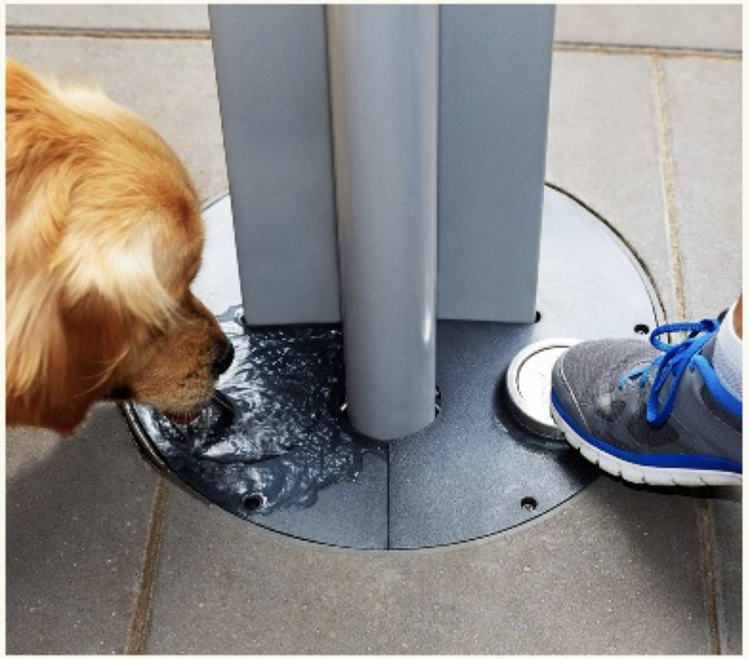
PROGRAMME

- Community Library partnership
- Skills trade workshops
- Summer fete
- Swap meets
- Sketching architecture club
- Landlord-tenant matching system
- Youth participatory programme
- Shop-top living programme

PLACE

- Speakers corners
- Orators stumps
- A dedicated youth space in The Bridge
- After hours use of shops and cafes for workshops and events
- Outdoor workshop furniture

SUSTAINABLE & REGENERATIVE



INCLUSIVE & PARTICIPATORY

WELCOMING & CARING

All images are for moodboard reference only

FUTURE MARKETS

Overview

The Future Markets are a comfortable space for us to explore and try new things. With areas for learning and practising, testing and trialling to uncover new economies (and gold). This is a place for people to make, create, craft and do. Through regenerative programs with a focus on diverse and contemporary culture, art and music (this includes but is not limited to Wadawurrung, Chinese and Indian).

FUTURE MARKETS EXPERIENCES

08. LIVING LANDMARKS

09. IDEAS INTERCHANGE

10. RENT A SURFACE

11. ACTIVATION PODS

Living Landmarks

EXPERIENCE OVERVIEW

Living Landmarks are a street alive with sculpture, art, colour and participatory streetscape elements - such as seating - that invite discovery and play. They have a fantastical slant - supersized, wonky, glowing, playful - from frog sculptures that double as bridges to unusual seating opportunities or giant emu eggs and feathers that kids can run around and play tag throughout. Then there's nature as 'furniture', with trees as sun umbrellas, living green walls and recliner beds that make us question; is it art or furniture, how should I sit on this?

Locations are approximate and subject to change

KEY

1 NOW — Public realm plan

2 NEXT — Additional brief or requires programming

3 FUTURE — Plan for the future

EXPERIENCE COMPONENTS

Polymorphic, New York City

8.1 LIVING LOUNGES

Streetscape furniture suite that encourages on the theme of resting on bended elbow - sit, lie, recline, supporting comfortable and informal gathering. Opportunities to use natural matertials and local makers. The use of Wadawurrung words, and Gold Rush era slang too, decorate the base of the benches.

Phase 1 ☐ ☐

Inflatable Tentacles, France

8.2 LOOK UP CHALLENGE

Artistic interventions interplay with the heritage architecture with creatures that explode out of the buildings in bright colour that evoke people to look up and re-see the second and third stories. In collaboration with the Bridge Mall Business Traders Association, it's a tenancy campaign and create re-use strategy to inspire new activity.

Phase ☐ 2 ☐

Neon Playground, Melbourne

8.3 LIFE AFTER DARK

A plug-and-playground ready space, The Bridge has all the infrastructure ready for future temporary activation programmes using public art to inspire visitors to see The Bridge in new ways. To enable this, The Bridge provides the infrastructure, such as 3-phase power points, anchor points and footprint spaces to permit installation.

Phase ☐ 2 ☐

EXPERIENCE ENABLERS

PEOPLE

- Artists briefs and commissions
- Made in Ballarat partnerships

PROGRAMME

- Made in Ballarat programme partnership
- Temporary public art installation programme and permits
- Bakery Hill precinct art strategy
- Live streaming infrastructure
- Look Up challenge

PLACE

- Nature as furniture
- Interactive sculptures as bridges or animals
- Kinetic sculptures
- Playful park benches
- Shelter and shade
- 3-phase power and infrastructure

Ideas Interchange

EXPERIENCE OVERVIEW

The Bridge as the Ideas Interchange sees a partnership between City of Ballarat and The Bridge to takeover and host Ballarat Evolve and a continuous programme of networking and creative events that facilitate creative exchange and ideas in The Bridge. An underlying programme of building re-use and creative occupancy, the Ideas Interchange taps into the community's need for a permanent home for pop-up exhibition spaces and facilitated community building, a place for us. With a slant for hand-based craft and rare manufacturing, the front of the Ideas Interchange is dedicated to showroom space, while the back is artists workshops where visitors are invited to come in.

EXPERIENCE COMPONENTS

Rough&Ready, Streetlife

9.1 CONVERSATION CORNERS

Conversation Corners are seating arrangements that facilitate conversation by their innate shape - curved inwards, in circular formation, they encourage gathering and meeting in the public realm. They encourage groups to meet here for talks, discussions and workshops, like observational drawing or heritage talks.

Phase 1 ☐ ☐

Up Market, Appear Here

9.2 THE BRIDGE CREATIVE MARKETS

Expanding on the success of the farmers market, The Bridge now includes monthly creative markets into its repertoire. Bookable spaces, power points, waste points make The Bridge an attractive place to host something interesting here, but it's always the stallholders stories that really draw the crowds in.

Phase ☐ 2 ☐

The Wing Coworking Space, New York

9.3 BALLARAT EVOLVE HUB

In a valuable partnership between the City of Ballarat and The Bridge, Ballarat Evolve hub could be a key anchor experience in the street. There would always be light and activity going on here. From the front window curation that changes weekly, to the back-of-house that hosts studios and workshops, it's alive 24/7 with creativity.

Phase ☐ ☐ 3

EXPERIENCE ENABLERS

PEOPLE

- The Bridge Creatives Campaign
- Workshop hosts
- Ballarat Evolve management team

PROGRAMME

- Lego play to build your place
- Networking and workshops
- Creative Markets event calendar
- Creatives @ Ballarat Evolve feature

PLACE

- MySay Ballarat Pop-up
- Ballarat Evolve Hub
- Moveable outdoor market stalls
- Communal seating
- Power points, waste points, bookable outdoor spaces

Rent a Surface

EXPERIENCE OVERVIEW

The underlying idea here is all about community content creation and curation - making available and easy to apply to a range of surfaces. There's alley art light boxes for printed gallery walls, and a projection toolkit and big box ready for digital artwork upload on all six sides. Seeding this idea during the construction phase, there's creative hoardings and living walls that curate stories and windows into the construction so the wall grows as the new The Bridge grows too. These are places for our community stories to grow, our history to grow, and our sense of identity to grow. These surfaces are all about community participation and permission to get involved.

Locations are approximate and subject to change

KEY

1 NOW — Public realm plan

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3 FUTURE — Plan for the future

EXPERIENCE COMPONENTS

Rodda Lane LIGHTSCAPES, Melbourne

Heal's window displays, London

Dean Street hoarding, London

10.1 THE BRIDGE STORYBOXES

The Bridge Storyboxes are a journey of stories throughout the laneways. Whether it's a retail event, a community group show, or a young artist's first show, it's a place for people to put their art and curate it. From as little as $1, the public are encouraged to create and curate this participatory outdoor gallery that inspires.

Phase ☐ 2 ☐

10.2 SHOP FRONTS THAT ENGAGE

An engaging campaign that makes a live artwork out of shopfront windows with temporary drawings, vinyl stickers and graphic artworks in the name of attracting new tenants and attracting the community in. Built around the call-to-action, "What would you do here?", it's an active way to engage the community.

Phase ☐ 2 ☐

10.3 DYNAMIC WALLS

Dynamic Walls share The Bridge's construction period through hoarding activation. Submitted content can be incorporated into the frames to celebrate The Bridge's colourful community, its people, fashion, businesses, nightlife and its rich history. The hoarding also includes transparent panels that allow a peephole for passers-by.

Phase ☐ 2 ☐

EXPERIENCE ENABLERS

PEOPLE

- Activation Managers
- Booking, bump-in and -out monitoring
- Content curators

PROGRAMME

- Creative hoardings programme
- Online booking system development
- Content/event promotion platform
- Live drawing competitions

PLACE

- Retail picture windows
- View finders
- Event flags
- Digital screens
- Activation pods
- Projection toolkit

Activation Pods

EXPERIENCE OVERVIEW

Activation pods are a council-led initiative to activate Ballarat. They occupy places in the street and wider Bakery Hill precinct as destination points and activation zones for community group take-overs. Tapping into the unique identity of The Bridge, these activation pods are colourful, with a quirky difference of character that is celebrated in each pod's design. Retailers are encouraged to extend their shop experience into the pods, and micro artists studios that extend the musical, artistic and creative experience out onto the street with an open-door policy and a sense of home here.

EXPERIENCE COMPONENTS

Box on the Docks, Manchester

11.1 THE BRIDGE ACTIVATION PODS

The porosity and permeability of The Bridge's activation pods invite passers by to draw closer and engage with the occupant. It builds a new kind of relationship between someone performing or exhibiting and passers-by, breaking down barriers between private and public, reflecting the colour of the street back.

Phase ☐ 2 ☐

KERB, London

11.2 THE BRIDGE BOARDS

Portable 3D letters or boards that are moved in and out on activation day to key intersections that alert drivers about the activity happening today. The set of giant 'Bridge' letters are used as photo backdrop moments within the street when an activation is on are constructed and gifted to The Bridge Mall Business Association.

Phase ☐ 2 ☐

Whitehorse Activation Pods, Nunawading

11.3 ONLINE BOOKING SYSTEM

Completely managed by an online booking system, The Bridge activation pods can be booked with ease for upcoming months with the streamlining of micro permits. This process streamlines council permit approvals with smaller proposal submission requirement and more frequent review check-points to fast-track approval.

Phase ☐ 2 ☐

EXPERIENCE ENABLERS

PEOPLE

- Booking managers
- The Bridge welcome hosts
- Friendly security

PROGRAMME

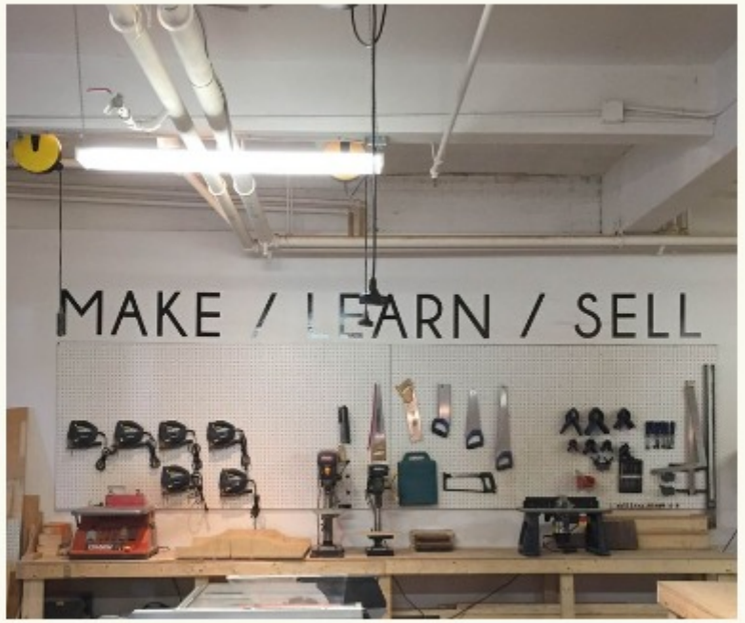
- Made in Ballarat pop-up
- Night-time markets
- Winter activation programme

PLACE

- What's on boards
- Activation platforms
- Bookable container, eg. old tram
- Outdoor moveable furniture
- Night lighting

Locations are approximate and subject to change

KEY
1 NOW Public realm plan
2 NEXT Additional brief or requires programming
3 FUTURE Plan for the future



GATHER & COLLABORATE

MAKE & SELL

INSPIRE & INNOVATE

All images are for moodboard reference only

STRING OF ADVENTURES

Overview

A String of Adventures that allow you to choose your own path, explore on your own, discover new perspectives and find your own old gold. Each space tells many stories and can be used in a variety of different ways. A collection of human moments that are for many people with differing ages, backgrounds and/or abilities.

STRING OF ADVENTURES EXPERIENCES

12. STRING OF STORIES

13. DARKNESS STRATEGY

14. PLAY STREET

String of Stories

EXPERIENCE OVERVIEW

The Bridge of today is just one part of a continuing narrative of what Bridge Street was and will be. To honour multiplicity of linear narratives here, the 'String of Stories' creates places to tell our stories in an explorative way. Residents and visitors can dip in and out of the stories and feel like they can delve deeper and scratch the surface a little more each time they visit. There is a sense of reveal and unveil here. A space dedicated to heritage storytelling spaces welcomes visitors inside, whilst a storyline wheel guides visitors through a choose-your-own-adventure style journey through the precinct. Accompanied by a self-guided or group walking tour, the stories of the past are brought to life.

Locations are approximate and subject to change

KEY

- NOW — Public realm plan
- NEXT — Additional brief or requires programming
- FUTURE — Plan for the future

EXPERIENCE COMPONENTS

TK16: The Barrack Block, Hong Kong

Story Generator, The Brainstormer

Self-guided tour; TAI KWUN, Hong Kong

12.1 HERITAGE STORYTELLING SPACES

Heritage storytelling spaces are made up of boxes, plinths and plaques that detail the heritage significance of places and buildings throughout The Bridge. Pick up a map and collect all 16 custom designed stamps as you move through The Bridge and discover the stories of the site.

Phase ☐ ■ ☐

12.2 THE BRIDGE STORYLINE WHEEL

The Storyline Wheel is an interactive and thematic way to choose your own adventure today - is it the Hidden Histories Trail, the Wadawurrung Animal Trail, or the Monster Nugget goldrush trail? Curated pathways and journeys are detailed on a map for you to follow along the trail, complimented by an AR/VR trail experience to bring the Storylines to life, as well as a tool for the city's Heritage Festival.

Phase ☐ ■ ☐

12.3 THE BRIDGE TOURS

Offered daily, The Bridge Guided Tours bring you on a journey to explore the historical significance of this unique heritage site. Special tours are available during event periods, such as The Heritage Festival, and educational tours run for institutions and students. Audio description, tactile tools, barrier-free routes for wheelchair access and sign language interpretations are all catered for here.

Phase ☐ ■ ☐

EXPERIENCE ENABLERS

PEOPLE

- Tour guides
- Heritage Storytellers

PROGRAMME

- Heritage Walks & Architecture Walks
- Treasure hunt disbursed art strategy
- QR/AR/VR discovery experience
- Collectable custom designed stamps
- Storytelling in Wadawurrung language
- Behind the scenes walks
- The Bridge Tales speaker series

PLACE

- Interactive story walls
- Places to tell our stories
- The Bridge Storyline Wheel

Darkness Strategy

EXPERIENCE OVERVIEW

In the spirit of MONA Art Gallery in Tasmania, let's celebrate our dark history and put it on show. In combination with open conversation and dialogue, we make progress and move forward as a community as we embrace and acknowledge the past in a critical evaluation of where we are today. Through a historical arts projection festival and an annual season of performing arts, we can use these creative channels to approach the topics in non-confrontational ways that help us all see the subject matter in new and surprising ways. Coupled with the weekly dark tourism strategy that opens up The Bridge in the after hours of the week, we have a 24/7 activation program.

EXPERIENCE COMPONENTS

Tai Kwun-The Opening Ceremony, Hong Kong

13.1 AFTER DARK LIGHTING

The Bridge's after dark lighting strategy includes creative up-lighting to herald the historic facades and create a sense of safety, particularly for women. Expanding on this everyday lighting strategy, an annual arts projection display can make use of the after-dark kit with building mapping projections.

Phase ■□□

The Oracles, Grumpy Sailor

13.2 AR/VR IMMERSIVE EXPERIENCE

The onscreen experience that transcends the non-fiction genre to bring place-based stories from the past into the present. It starts on screen, but is enabled by an immersive site experience with hidden secrets to discover and uncover as your travel through the precinct with real place-based artefacts to aid your journey.

Phase □■□

The Oracles, Grumpy Sailor

13.3 DARK TOURISM

Discover 'Tales from Rat City', 'Ghosts and the Goldfields', and other hairy tales by night at The Bridge as a meeting place for Eerie Nate and Dr David Waldron tours. Discover stories about rebel miners, spiritualists, secret societies, ghost-hoaxers, bunyip legends and murderers, all here in The Bridge.

Phase □■□

EXPERIENCE ENABLERS

PEOPLE

- Place programmers and managers
- Seasonal curators
- Professional production team
- Hosts and tour guides

PROGRAMME

- Darkness strategy
- Lighting of the Yarrowee & graffiti below
- Night time economy and re-use programme
- Projections Festival

PLACE

- Creative lighting
- 3D scan of underground Yarrowee
- Soundscape in the dark

Play Street

EXPERIENCE OVERVIEW

Play Street is the amplification of The Bridge's star qualities: its tiny houses, its yarn bombing and its playground. Here we see the street expand from one designated play space to a precinct full of play infrastructure, coupled with street theatre and tiny performances, to become a central draw-card for interesting things to see, do, hear, taste and participate in. Expanding on the notion of contemporary heritage, we see golden wheelbarrow races takeover The Bridge once a year, and are constantly inspired by other children's cultural games that activate and decorate the streetscape and programming.

EXPERIENCE COMPONENTS

Girls Rule, Hobart

Urban Playground, Netherlands

Incidents in Time, Ballarat

14.1 PLAYFUL ARTWORK

The community is calling for the continuation of a play space in The Bridge. Expanding on the notion of 'play', participatory artworks such as giant frog sculptures with tongues children can slide down double as play spaces and pop-up sculptures like seesaws line the street not in one designated area, but as a linear play street.

Phase 1 ☐ ☐

14.2 LISTENING PODS

The Bridge is Ballarat's place for contemporary heritage and arts that get you involved. The listening pods are a sensory way to feed and inspire curious minds with native soundscapes, spoken word stories from the past and ephemeral sounds composed from the past.

Phase ☐ 2 ☐

14.3 WORLD'S SMALLEST PERFORMANCE

World's Smallest Performance brings together urban observers and artists to bring delight to The Bridge neighbourhood, and frame the urban fabric through micro art interventions. It invites people to discover their space, juxtapose art and observations, and empower themselves to cultivate personal connections with their space.

Phase ☐ 2 ☐

EXPERIENCE ENABLERS

PEOPLE

- Playspace maintenance and restoration
- Busker permits and regulations easing
- Competition organisers

PROGRAMME

- Traditional children's games
- from a range of cultures
- Busker competitions
- Storytelling competitions
- Kids screenings and movies
- Writer's festival & workshops

PLACE

- Street theatre box
- Participatory sculptures
- Play space through artists brief
- Story stages
- World's smallest performances

LEAD & EXPLORE

UNCOVER & DISCOVER

PLAY & PARTICIPATE

All images are for moodboard reference only

04
The Experience Activation Plan

THE BRIDGE ACTIVATION PLAN

The adjacent table is a tool to guide the City of Ballarat when prioritising the implementation and timing of projects within The Bridge precinct. Fourteen projects have been identified. Projects have been prioritised for implementation against their alignment with the established key enablers (people, programme, place) and the stages of the public realm design.

THE STAGES

The public realm works is a platform for **NOW** where much of the place pieces exist. Towards **NEXT & FUTURE**, including the people and programme enablers, coordination and outreach with community groups needs to happen. The place is just the stage that can host, but it is the community who will bring the story to life. We recommend a community engagement campaign to recruit from the street.

In support, the following pages provide the ideas and menu for activation that can be distributed as a take-over toolkit.

NOW:

BUILD ATTRACTION

Place infrastructure provided by public realm works; program to be activated by CoB and Traders Association.

NEXT:

INVITE PARTICIPATION

Involvement from community groups to activate. May require additional physical and digital components to be briefed at a later stage.

FUTURE:

CREATE BELONGING

Ideas as prompts for community groups to create activations and future programs of work.

	ACTIVATIONS		Grenville Street	Bridge Street	Little Bridge Street Bus Stop	Play Space	Yarrowee Expression and Coliseum Walk	The Bridge Access	Wadawurrung Connections
CULTURE COMMONS	01. MEETING PLACES	1.1 The Long Table	●	●	●				
		1.2 Meeting Totems		●					●
		1.3 Common Good Ground					●		
	02. MAKING YOUR MARK	2.1 Conversation Walls		●					
		2.2 Mural Walls						●	●
		2.3 Serendipity in the Street		●					
	03. YARROWEE EXPRESSION	3.1 We are Yarrowee					●		
		3.2 The Bridge Soundscapes					●		
		3.3 Live at the Yarramlok					●		
ULTIMATE VILLAGE	04. QUIET BACKS	4.1The Bridge Green						●	
		4.2 River Bed Lounges					●		●
		4.3 The Bridge Wish Tree		●					
	05. THE BRIDGE WELCOMES	5.1 Creative Walkways			●			●	
		5.2 Acknowledgment of Country	●						●
		5.3 The Bridge Big Welcome						●	
	06. CIRCULAR LIVING	6.1 Native Pick'n'Go Gardens			●				
		6.2 Nature Play				● LINK THESE	●		●
		6.3 Re-use & Re-purpose		●					
	07. COMMUNITY COLLABORATION	7.1 Democracy Corner						●	
		7.2 Tenant-Landlord Speed Dating		●					
		7.3 The Bridge Skills Centre		●					
FUTURE MARKETS	08. LIVING LANDMARKS	8.1 Living Lounges	●						
		8.2 Look Up Challenge		●					
		8.3 Life After Dark		●					
	09. IDEAS INTERCHANGE	9.1 Conversation Corners		●					
		9.2 The Bridge Creative Markets		●					
		9.3 Ballarat Evolve Hub		●					
	10. RENT A SURFACE	10.1The Bridge Storyboxes					●		
		10.2 Shopfronts that Engage		●					●
		10.3 Dynamic Walls		●					
	11. ACTIVATION PODS	11.1 The Bridge Activation Pods		●					
		11.2 The Bridge Boards	●						
		11.3 Online Booking System							
STRING OF ADVENTURES	12. STRING OF STORIES	12.1 Heritage Storytelling Spaces		●					
		12.2 The Storyline Wheel		●					
		12.3 The Bridge Tours						●	
	13. DARKNESS STRATEGY	13.1 After Dark Lighting		●					●
		13.2 AR/VR Immersive Experience		●					
		13.3 Dark Tourism		●					
	14. PLAY STREET	14.1 Playful Artwork				● LINK THESE	●		●
		14.2 Listening Pods				●			
		14.3 World's Smallest Performance						●	

KEY

- NOW
- NEXT
- FUTURE

01 CULTURE COMMONS

The Culture Commons is a place of confluence and balance, bringing different people together to exchange, share and collectively grow. A place that invites you in with familiar symbols and signals, provides the catalyst for you to change direction and evolve your thinking. An attractive destination that welcomes everyone. An energetic place that is full of life.

01 Meeting Places
02 Making your Mark
03 Yarrowee Expression
04 Quiet Backs

	PEOPLE	PROGRAMME	PLACE	
LONG TERM	THE BRIDGE NATURE TRUST PLACE MANAGER EVENTS MANAGER	STORYTELLING PLACES LEGAL WALLS THE BRIDGE GREEN	LONG TABLE SCULPTURAL FIRE PIT (EMU FEATHER SHELTERS) OUTDOOR KITCHEN	FORUM SCALE
MEDIUM TERM	TOUR GUIDES THE BRIDGE CULTURE JAM DAILY CRITIQUE CREW (GRAFFITI REVIEW AND MAINTENANCE)	THE BRIDGE STORYBOXES (STORYTELLING SURFACES) FOODIES SHOWCASE THE BRIDGE LANDWAY LEARNING	RIVER BED LOUNGES THE BRIDGE SOUNDSCAPES (LISTENING PODS + FROG SOUNDSCAPE) YARAMLOK REPRESENTATION (PAVEMENT TREATMENT + RIVER MARKS + GUM LEAVES)	TRAIL SCALE
SHORT TERM	THE BRIDGE WISH TREE (INVITATION TO MAKE YOUR MARK) LIVE DRAWING INVITATION TO LOCAL BUSINESSES	CHALKBOARD AND CHALK CULTURAL TOTEMS & LANDMARKS (NAMED SPACES) LARGEST YARN BOMB	YARAM OK AMPHITHEATRE DIGITAL INTERACTIVE WATER PROJECTION PROGRAMMABLE WATER FEATURE	HUMAN SCALE

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02 ULTIMATE VILLAGE

The Ultimate Village has everything you need within easy reach. A central bazaar with a diverse range of reasons to visit, making it a part of your everyday and encouraging you to linger longer. It is a place where you can always find new ways to become involved in and celebrate all parts of our community.

05 The Bridge Welcomes
06 Regenerative Ecology
07 Community Participation

	PEOPLE	PROGRAMME	PLACE	
LONG TERM	PROGRAMME MANAGER PARTNERSHIP WITH UNITING GALLARAT THE BRIDGE CONSTRUCTION SKILLS CENTRE	TENANT-LANDLORD SPEED DATING SHOP TOP LIVING PICKY'GO SIGNS (SEASONAL PLANTING PROGRAMME)	INDIGENOUS FLAG POLES NATIVE PICKY'GO GARDENS (PLANTER BOXES) SPEAKERS CORNERS (ORATOR STUMPS)	FORUM SCALE
MEDIUM TERM	WELCOME CREW KIDS GARDENING CLUB FUTURE FOOD SYSTEMS TOURGUIDE	PEDESTRIAN WAYFINDING (MULTI LANGUAGE) WADJAMBURRUNG WALKS (STORYTELLING IN LANGUAGE) TYE STREET UNIVERSITY	NATURE PLAY (WATER PLAY TRAILS) DEDICATED YOUTH SPACE TYRCSH GOLD GATEWAYS	TRAIL SCALE
SHORT TERM	COMMUNITY GROUP COLLABORATIONS EVENT ORGANISERS AND HOSTS RE-USE & RE-PURPOSE COLLECTION	INTERCULTURAL GAMES SKILLS TRADE WORKSHOPS ARCHITECTURAL SKETCHING CLUB	SIGNIFICANT FIGURES MONUMENTS CULTURAL HUB STATUS ACKNOWLEDGEMENT OF COUNTRY	HUMAN SCALE

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03 FUTURE MARKETS

The Future Markets are a comfortable space for us to explore and try new things. With areas for learning and practising, testing and trialling to uncover new economies (and gold). This is a place for people to make, create, craft and do. Through regenerative programs with a focus on diverse and contemporary culture, art and music (this includes but is not limited to Wadawurrung, Chinese and Indian).

08 Living landmark
09 Ideas Interchange
10 Rent a Surface
11 Activation pods

	PEOPLE	PROGRAMME	PLACE	
LONG TERM	FRIENDLY SECURITY ACTIVATION MANAGER BOOKINGS MANAGER	RENT A SURFACE ONLINE BOOKING SYSTEM (CONTENT/EVENT PROMOTION PLATFORM) THE BRIDGE CREATIVE MARKETS (WINTER ACTIVATION PROGRAMME + NIGHT TIME MARKET) MAKER SPACES / ENTERPRISE ST (NETWORK AND WORKSHOP)	PLAYFUL PARK BENCHES SHELTER AND SHADE THE BRIDGE ACTIVATION PODS (BOOKABLE CONTAINERS + ACTIVATION PODS + ACTIVATION PLATFORMS)	FORUM SCALE
MEDIUM TERM	BRIDGE WELCOME HOSTS CONTENT CURATORS ARTISTS BRIEFS	CREATIVE HOARDINGS ANNUAL PUBLIC ARTS ROTATION CREATIVES @ BALLARAT EVOLVE FEATURE (RETAIL PICTURE WINDOWS)	ELBOW ROOM (BALLARAT EVOLVE HUB) EVENT FLAGS PROJECTION TOOLKIT	TRAIL SCALE
SHORT TERM	MADE IN BALLARAT PARTNERSHIP THE BRIDGE CREATIVES CAMPAIGN BOOKING, BUMP IN/OUT MONITORING	MADE IN BALLARAT PROGRAMME MADE IN BALLARAT POP-UP (THE BRIDGE CART)	LEGO PLAY (TO BUILD YOUR PLACE) MYBAY BALLARAT POP UP WHAT'S ON BOARD FLEXIBLE OUTDOOR FURNITURE	HUMAN SCALE

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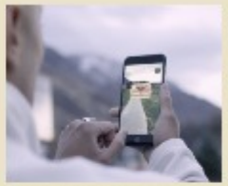
04 STRING OF ADVENTURES

A String of Adventures that allow you to choose your own path, explore on your own, discover new perspectives and find your own old gold. Each space tells many stories and can be used in a variety of different ways. A collection of human moments that are for many people with differing ages, backgrounds and/or abilities.

12 String of Stories
13 Darkness Strategy
14 Play Street

	PEOPLE	PROGRAMME	PLACE	
LONG TERM	PLACE PROGRAMMERS & MANAGERS (GALLARAT NIGHT TIME CZAR) A SEASON OF PERFORMING ARTS PROFESSIONAL PRODUCTION TEAM	DARKNESS STRATEGY (NIGHT TIME ECONOMY & REUSE PROGRAMME) THE BRIDGE STREET THEATRE (DISBURSED ART STRATEGY) THE BRIDGE PROJECTIONS FESTIVAL	INTERACTIVE STORY WALLS THE BRIDGE STORYLINE WHEEL HERITAGE STORYTELLING SPACES	FORUM SCALE
MEDIUM TERM	HOSTS HERITAGE STORYTELLERS SEASONAL CURATORS	 TREASURE HUNTS (ORIGINAL) THE BRIDGE TOURS (BEHIND THE SCENES WALKS + HERITAGE WALKS + ARCHITECTURE WALKS) LOOK UP CHALLENGE	WORLD'S SMALLEST PERFORMANCE SOUNDSCAPE IN THE DARK PLAYFUL INFRASTRUCTURE	TRAIL SCALE
SHORT TERM	TOUR GUIDES DARK TOURISM MEANWHILE-USE TOOLKIT	LIGHTING THE YARNLOK & GRAFFITI FROM BELOW THE BRIDGE CONVERSATIONS (THE BRIDGE TALES SPEAKER SERIES + WADJURRING STORYTELLING) COLLECTABLE CUSTOM DESIGNED STAMPS	RUN / PAWS & PAU TRACKS EXPERIENCE CONCIERGE & INFORMATION THE VAULTS	HUMAN SCALE

ACTIVATION TOOLKIT

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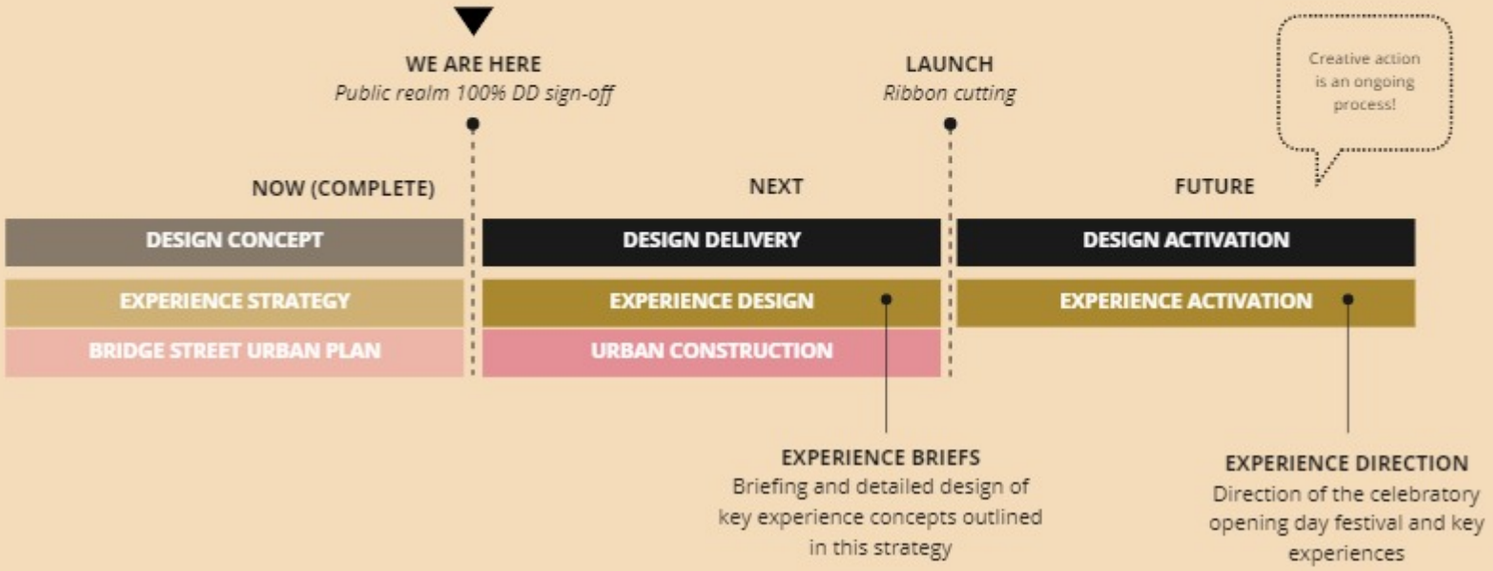
05
Next steps

NEXT STEPS



This experience strategy represents the first monumental step towards mobilising and uniting a key action group. A whole-ecosystem approach is critical to creating a resilient and community-centred place for The Bridge. This creative action is an ongoing process.

EARLY & ONGOING COMMUNICATIONS
A key success to the repositioning and rejuvenation of The Bridge is early and ongoing communications as a part of the broader urban renewal plan.

EXPERIENCE DESIGN & DELIVERY
As the Bridge Street public realm continues into construction phases, the next step in the experience design development is briefing a series of micro projects in partnership with FreeState and local creative partners that make this plan a reality.

TENANCY STRATEGY
In support of a whole-ecosystem approach, a targeted tenancy strategy is necessary to ensure the conditions for the diversification of offer and allocation of services are addressed successfully.

GOVERNANCE STRUCTURE
We recommend that an expanded governance and place management structure be established for The Bridge. Stronger inputs from state, local, trader and community representation is needed.

We would welcome the opportunity to keep exploring each of these points with you.

WITH THANKS

On behalf of FreeState, we would like to acknowledge and thank each person who contributed so generously to the creation of this document with your insight, care and outward passion.

It takes a village! Now let's create this experience together...

Su, Jess & Tim

ADAM GARDNER
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06
Appendix

THE PURPOSE, IDENTITY AND VALUES

PURPOSE

The purpose describes the aims and ambitions of The Bridge – within itself and in relation to the wider City of Ballarat purpose.

Ballarat is an iconic city which inspires creativity, demands discovery and rewards the inquisitive (1). As determined by the Bakery Hill Urban Renewal Plan, Bakery Hill will be **the new destination for Ballarat** - a cosy quarter within Ballarat's grand historic CBD - setting a standard for urban renewal which fully embraces the unique heritage canvas. Bakery Hill is a thriving heart and gateway to Ballarat; with a distinctive character and a connected community (2).

IDENTITY

The identity sets the tone for the entire vision. Aimed at a diverse and innovative community, it gives The Bridge a sense-of-self as personality and brand.

The Bridge, one of Ballarat's oldest commercial retail areas, will attract investment, stimulate the economy and create a unique place that will attract residents, visitors and activity (3) through The Bridge's identity as **the linear town square of social and economic exchange**, where we want to meet and trade.

VALUES

The Bridge's values embody the vision's identity. These values are what we hold to be true, and guide the development of all our future initiatives here.

In the name of being both commercially astute and socially useful, The Bridge's guiding principles are equally **social, economic and environmental sustainability**. Thinking towards these values can give us a much fuller picture of how we build a sustainable future in this place. And it gives us practical, concrete steps we can take to help get us there.

ENABLERS

Our enablers bring the identity and values to life. These are the plans and the means – teams, design briefs, and resources – of activating and managing those plans.

The enablers of the experience are people, programme, and place. The **people** include the governance structure, the private-public partnership, and those who activate and manage the experience. The **programme** is the central activation-led operating system made up of an organising calendar of heritage, contemporary and performing arts, and learning which is supported by technologies and systems designed to better connect the community and individuals. The **place** are the fixed component and non-fixed component elements of the experience activation plan. The place is supported by heritage conservation, revitalisation, collaborations and shops, galleries and restaurants.

The following pages further explain the enablers, the pillars and the experiences.

1. Creative Cities Strategy
2. Bakery Hill Urban Renewal Plan
3. Bakery Hill Urban Renewal Plan

THE ENABLERS

PEOPLE
Experience enablers

PROGRAMME
Experience programme

PLACE
Experience overlay

THE PEOPLE ENABLERS

Critical to implementation is ensuring a clear governance structure for the management and activation of The Bridge experience strategy. This includes the private-public partnerships between the City of Ballarat, Bridge Mall Business Association and other community groups. Key community groups who have been involved in the conceptualisation of this strategy include:

Food systems and security groups
Heritage and place-narrative groups
Wadawurrung groups
Parents and children groups
Traders groups
Disability groups
Transport and infrastructure groups
Events and marketing groups

THE PROGRAMME ENABLERS

The programme is the central activation-led operating system made up of an organising calendar of heritage, contemporary and performing arts, and learning which is supported by technologies and systems designed to better connect the community and individuals.

The programme is designed to expand over time as the community is encouraged to participate in bringing The Bridge to life. This experience strategy suggests activations 'now', 'next' and possible 'futures as a way to demonstrate how activity gets turned on over time.

The groups identified in the 'people' enablers are key activation partners who can be coordinated for delivering these programmes.

THE PLACE ENABLERS

The place denotes the fixed component and non-fixed component elements of the experience activation plan. The public realm works (by Hassell) provides the long-term infrastructure that allows The Bridge to be programmable and considers the initial 'now' activities. This also provides the necessary urban design and landscape that facilitates and strings the experiences together to ensure a connected and resilient place.

Additional place components may be added to support future activities such as historical story trails or The Bridge market stalls, as the programme expands over time.

FOR FURTHER INFORMATION

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