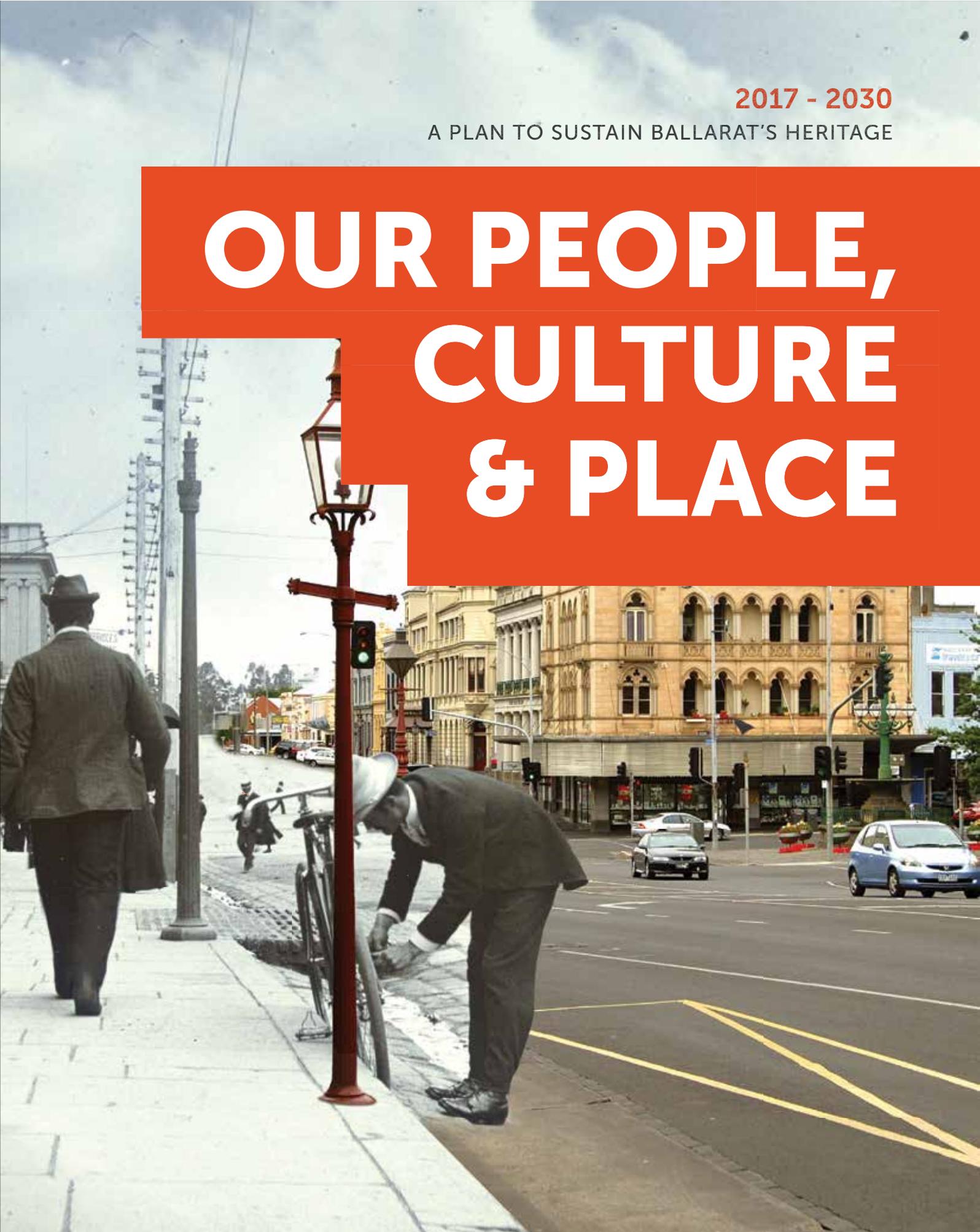


2017 - 2030

A PLAN TO SUSTAIN BALLARAT'S HERITAGE

OUR PEOPLE, CULTURE & PLACE



FOREWORD

Acknowledgement of Ballarat's first peoples

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

City of Ballarat, December 2017

Cover image: 'Lydiard Street, Ballarat', c1875-1938, J.H. Harvey collection, La Trobe Picture Collection, State Library of Victoria, merged with a contemporary photo of Lydiard Street by the team at CeRDI.



MESSAGE FROM THE MAYOR

The City of Ballarat's heritage plan, *Our People, Culture & Place: a plan to sustain Ballarat's heritage 2017-2030* (the plan), celebrates our 'historic city' advantage. Ballarat is a high-value place to live, work and play. Its intact heritage streetscapes, treed boulevards, historic parks, landscape, setting, stories and diverse cultures are a huge part of why our city is appealing to locals and visitors alike.

Council is committed to doing the very best for our community who has told us that of everything, they love our heritage the most. This plan builds on the Council's commitment in *Today, Tomorrow, Together: The Ballarat Strategy 2015-2040* (The Ballarat Strategy) and the Council Plan to celebrate our beautiful and unique city, protect our heritage and maintain our city's distinctive sense of place.

Ballarat's history of extraordinary Aboriginal culture, global migration, gold mining and technical innovation, coupled with our distinctive setting make us who we are today. It sets us apart and provides us with legacies we can build on – opening up a world of possibilities for our city's future.

Ballarat is also one of the fastest growing municipalities in the state. If we don't plan carefully for change, our community's love for their city could be impacted and weakened. While our city must progress, we need balance.

The plan achieves this by bringing together social and economic development goals with conservation goals, guided by international best practice – UNESCO's Historic Urban Landscape approach (HUL) – localised to Ballarat and by Ballarat. Through this plan we will deliver a regenerated historic landscape, resilient local neighbourhoods and CBD and new connections to Ballarat's stories and heritage.

Ballarat is recognised as a leading city in heritage management and we have built strong relationships with international organisations such as the League of Historical Cities, UNESCO and, most recently, the Council of Europe (COE) and the United Nations Global Compact - Cities Programme (UNGCCP). Our city is one of only seven in the world represented on the League of Historical Cities' Board of Directors, the first local government to join UNESCO's global HUL pilot, as well as being the first city in the southern hemisphere to join the COE's Intercultural Cities Network. Building on decades of work by many passionate local citizens to preserve Ballarat's unique heritage, these international platforms help us deliver best practice as we address the new challenges facing our city.

I am delighted to endorse *Our People, Culture & Place: a plan to sustain Ballarat's heritage 2017-2030* and look forward to collaborating with our community and stakeholders to build a future that embraces and celebrates our heritage, our stories and our unique identity.

**COUNCILLOR
SAMANTHA MCINTOSH, MAYOR**



MESSAGE FROM THE CEO

Ballarat's history is born of dissent, ambition, creativity, innovation, stubbornness and rapid growth. It was a city made by young people and new ideas, which have shaped the stories, cultural norms and practices of Ballarat today. This includes the considerable contribution of our Aboriginal heritage to the culture of place, adaptability and resilience. This legacy makes Ballarat uniquely placed to take today's growth challenges and turn them to our advantage. It is what we do best!

Our People, Culture & Place: a plan to sustain Ballarat's heritage 2017-2030 captures this spirit. Its aspiration is to deliver a foundation for a future built on the things people love about our city.

Already we are seeing an emerging pillar of our economy – the creative and cultural industry – embrace and celebrate our heritage. In this plan, we also recognise a future stemming from our city's heritage and, like our forebears, we've brought together the best solutions from around the world to step-up and achieve it.

Through this plan we will deliver an array of innovative programs for a culturally vibrant, stimulating place to live in and share, together.

I commend to you the City of Ballarat's heritage plan, *Our People, Culture & Place: a plan to sustain Ballarat's heritage 2017-2030*.

JUSTINE LINLEY, CEO

Image: 'St. Patrick's Day March, Sturt Street, Ballarat', c1918, Shirley Jones collection of Victorian postcards, State Library of Victoria.



CONTENTS

FOREWORD	i
1. INTRODUCTION	1
2. BACKGROUND TO THE PLAN	7
2.1 OUR CITY'S STORY SO FAR	8
2.2 WHAT WE LOVE AND WHAT IS VULNERABLE	12
2.3 HOW WELL HAVE WE MANAGED HERITAGE TO DATE?	17
3. STRATEGIES AND ACTIONS	23
3.1 PRIORITY AREA 1: REGENERATION	27
3.2 PRIORITY AREA 2: CELEBRATING AND INSPIRING WITH BALLARAT'S STORIES	41
3.3 PRIORITY AREA 3: MANAGING CHANGE AND SAFEGUARDING HERITAGE	57
3.4 IMPLEMENTING AND MONITORING THE PLAN	71
CONSOLIDATED ACTION PLAN	73
4. ADDITIONAL INFORMATION	83
APPENDIX 1	86
APPENDIX 2	87

WHAT IS HERITAGE?

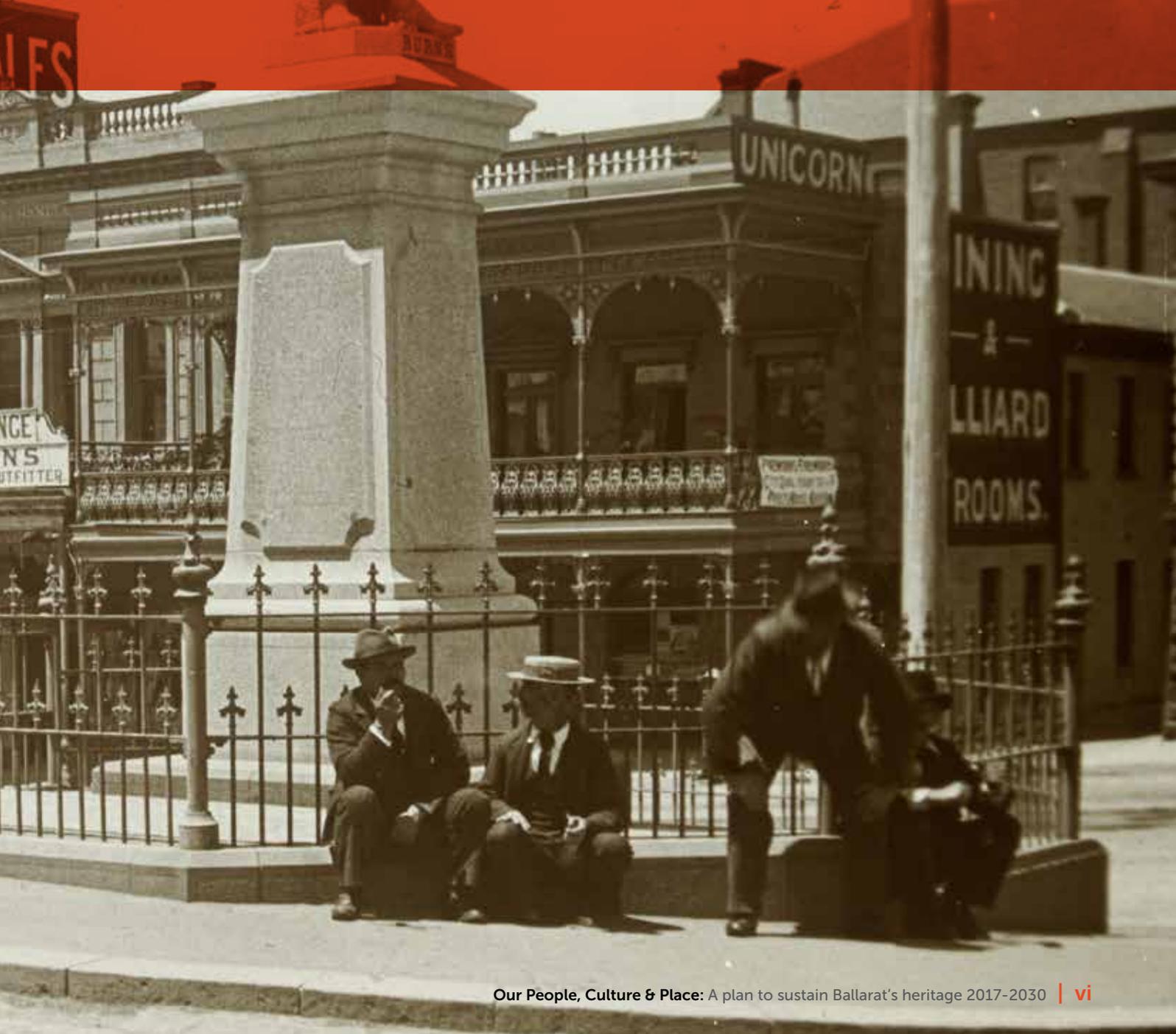
Ballarat's heritage is natural, cultural and historical. It includes:

- > Aboriginal cultural heritage
- > Archaeology and geomorphology
- > Built and created landscape, views and landmarks
- > Cultural landscapes (including living intangible elements, such as diverse traditions, cultural meanings, stories, historical events, festivals and skills)
- > Geology, landform, ecology and water bodies and waterways
- > Objects, images and other material culture

¹ Tonkin, S (n.d.), Essay: *What is heritage?*, available online.

“Heritage” in the broadest sense is that which is inherited.’¹

It is the legacy that contributes to what makes Ballarat’s people, culture and place distinctive today and what we value and hand on to others.



1. INTRODUCTION

Our commitment

Through this plan:

- We will not just protect, but constructively work to *sustain* Ballarat's heritage
- We will help deliver the Ballarat Strategy by prioritising and celebrating the elements of our city that our citizens love and value most

We will deliver the Council Plan goals:

- *Liveability*: Making sure local people are central to our work in delivering the heritage plan
- *Prosperity*: Aligning economic, social and heritage conservation goals
- *Sustainability*: Safeguarding our heritage resources in times of rapid change
- *Accountability*: Continuing to meet and expand on our legislated responsibilities and making transparent decisions to meet our community's expectations.

Why Ballarat needs a heritage plan

Heritage is of critical importance to the Ballarat community and our city's future. In whole-of-city consultations,² the people of Ballarat said that of all the things they value about Ballarat, they love its heritage the most and want to retain it. They also told us they want Council to show leadership to achieve this vision. This plan provides a best practice platform for making it happen. The plan is a living document that will continue to evolve over time as new opportunities and challenges appear. It commits us to stepping up our efforts to sustain Ballarat's heritage and ensure it is vibrant and celebrated into the future.

Ballarat's heritage is both a rare legacy and living resource. If conserved and harnessed positively, it will underpin our city's future.

However, Ballarat faces significant challenges that we need to respond to, such as the extensive population growth projected for the city. Climate change and economic regeneration will also continue to present new challenges.

How do we facilitate growth and change while safeguarding Ballarat's heritage, now and into the future?

What we will do

The plan recognises that the responsibility for heritage is shared. It outlines what the City of Ballarat and others can do to get the best outcomes for Ballarat's heritage, in the face of increasing and rapid change.

The plan brings together findings from participatory workshops, background studies and input from expert and community consultation.

Using these findings, the plan outlines action in three priority areas:

1. **Regeneration (see pages 27-40)**
2. **Celebrating and inspiring with Ballarat's stories (see pages 41-56)**
3. **Managing change and safeguarding heritage (see pages 57-70).**

How it will work

This is a whole-of-Council plan that details locally and collaboratively developed projects and programs for delivery on-the-ground.

Each priority area directly targets challenges and opportunities identified through comprehensive assessments of Ballarat's historic, cultural and natural landscape (see pages 12-20). They build on Ballarat's many heritage studies (1978-today); the Preserving Ballarat's Heritage Strategy (2010) and have been shaped by UNESCO's pioneering Historic Urban Landscape (HUL³) approach, on which the City of Ballarat is leading the way globally. The priority areas will also help deliver *Today, Tomorrow, Together: The Ballarat Strategy* (2015) and are supported by several other Council strategies and policies.

Along with this document is a series of themed background papers and a supplementary manual, designed for people implementing the heritage plan (see page 83).

Image: Illustration of Ballarat's distinctive skyline as seen on approach from Sturt Street looking east, Geoff Falk for City of Ballarat.



² Ballarat Imagine (2013).

³ See summary paper Understanding the HUL approach in Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030.

BALLARAT'S HERITAGE: MARKET VALUE⁴

Visitors' *willingness to pay to experience our city's heritage is worth \$505 million per annum*⁵ through the emerging 'sixth pillar' of Ballarat's economy – tourism. Ballarat's heritage provides the context for cultural tourism, arts and recreation and an ideal backdrop for events.

Heritage and culture are a fast-growing sector in Ballarat. Combined, they are the third most important industry type contributing to our city's economy. It is the sixth-largest employer group, with more than 1,100 businesses engaged in tourism-related activity.

Heritage contributes to our city's assets, landscape and environment for the real estate and rental market; transport, rental and hiring, and financial and insurance services.⁶

Heritage is Ballarat's competitive edge for a more diverse economy. We are witnessing diversification of our local economy through heritage and culture: they are boosting employment in retail, accommodation, venue operations, food, entertainment and cultural infrastructure and recreation. Together, these industries more than double the trade achieved through traditional sectors like manufacturing. The future development of these industries will make Ballarat's economy more diverse and sustainable, determining the future of our city and landscape – defining what to conserve, renew and adaptively reuse.

BALLARAT'S HERITAGE: NON-MARKET VALUE⁷

Ballarat's citizens listed the city's cultural, natural, historic and architectural heritage as their most loved elements. This heritage has been well conserved and provides a strong spirit of place. Ballarat's community wants to experience and enjoy their heritage and pass it on to others.

Ballarat's heritage assets are a 'public good', contributing to our city's culture, liveability and community wellbeing.

86% of residents feel their local area is pleasant with attractive streets and planned open spaces, compared to 81% statewide.

4 Adapted from: Borg, M (2017), The value of Ballarat's heritage – evaluating the city's assets.

5 Visit Ballarat.

6 For example, services for cultural events like Heritage Weekend.

7 Adapted from: Borg, M (2017), The value of Ballarat's heritage – evaluating the city's assets.

STRATEGIC FRAMEWORK

The City of Ballarat's role in managing heritage operates within several strategic policy frameworks, including:

The Ballarat Strategy

Today, Tomorrow, Together: The Ballarat Strategy (The Ballarat Strategy) was adopted by Council in 2015. It is supported by key concepts, policies and actions that will underpin decision-making about land use in Ballarat to 2040, based around two key platforms:

1. The '10 Minute City'

This concept reflects the Ballarat community's aspirations to maintain existing or improved levels of local access to destinations and services as the city grows over time.

2. The 'City in the Landscape'

This concept reflects Ballarat's enviable physical, cultural and historical location within its landscape. It recognises that nothing should be viewed in isolation from its physical and non-physical context.

Council Plan

The Council Plan is a strategic document to deliver on The Ballarat Strategy. It outlines what Council will do to achieve the community's vision of Ballarat as a proud city that is bold, vibrant and thriving. To achieve this vision, Council's goals are: *Liveability, Prosperity, Sustainability and Accountability*, with relevant priority areas being the Ballarat CBD. For example: regenerating the Bakery Hill precinct, verandah restoration and upper level reuse, adaptation of the Civic Hall site and restoring Hall A in the Town Hall, Ballarat becoming a smart and innovative city and protecting Ballarat's built and natural assets.

Other Council strategies and plans

Art Gallery of Ballarat Strategic Plan
Arts and Culture Strategy
Ballarat City Council Local Laws
Ballarat Cycling Action Plan
Ballarat Open Space Strategy
Ballarat Planning Scheme
Ballarat Transport Strategy
Black Hill Master Plan
Botanical Gardens Master Plan
CBD Strategy
City of Ballarat Budget
Civic Hall Master Plan
Cultural Diversity Strategy
Digital Services Strategy
Disability Access and Inclusion Plan
Economic Program
Intercultural City Strategy
Lake Wendouree Masterplan
Library Services Strategy
Live Music Strategy
Local Area and Township Plans
Municipal Emergency Management Plan
Municipal Health and Wellbeing Plan
Positive Ageing Framework
Public Art Policy
Reconciliation Action Plan
Road Management Plan
Smart City and Innovation Strategy
Tourism Destination Plan and Events Strategy (Visit Ballarat)
Victoria Park Master Plan
Youth Development Framework

State and Federal policy

Charter of Human Rights, Creative State, Local Government Act 1989, Multicultural Australia, Municipal Heritage Strategies: A guide for Councils, Plan Melbourne 2017-2050, Racial and Religious Tolerance Act 2001, Responsibilities Act 2006, Victoria's 2020 Tourism Strategy, Victoria's Multicultural Policy Statement 2017 and Victoria's Regional Tourism Strategy 2013-2016.

Legislation

Under Victoria's planning system, local councils and the State Government develop planning schemes to control land use and development, through planning policies, zones, overlays and other provisions. Regulatory protection for heritage buildings and landscapes largely operate through the local planning scheme. Key legislation for heritage includes:

Locally significant heritage

The Ballarat Planning Scheme operating under the *Planning and Environment Act 1987* (P&E Act 1987) and City of Ballarat local laws pertaining to building safety and condition.

Aboriginal cultural heritage in Victoria

Aboriginal Heritage Act 2006 and 2016 amendment. This is partly integrated into the Ballarat Planning Scheme. *Aboriginal and Torres Strait Islander Heritage Protection Act 1994* (federal). This assists in the preservation and protection of areas and objects of significance to Aboriginal people. *Traditional Owner Settlement Act 2010* (state). This provides for Victorian native title claims.

State significant heritage

Heritage Act 1995, largely operating through the Ballarat Planning Scheme's Heritage Overlay.

Nationally significant heritage (and provisions for World Heritage)

Environment Protection Biodiversity and Conservation Act 1999.

GLOBAL FRAMEWORKS

Historic Urban Landscape approach (HUL) – UNESCO⁸

When Council adopted The Ballarat Strategy, we committed to using a new city development framework as ‘the guiding approach for managing change in our dynamic historic city’. This framework is called the HUL approach. It has been developed by UNESCO with input from many experts from around the world⁹ in response to complex challenges facing cities today. The HUL approach places local citizens and their local government at the heart of guiding how change occurs in their city.

This approach has required a big shift for the City of Ballarat in the way we understand the role our heritage plays for local communities, visitors and businesses, as well as in our identity and sense of belonging. HUL has increased our role with heritage beyond that of statutory authority (responsible for administering planning controls) and place manager (the owner of historic features and buildings). It has helped us better align our city’s social and economic goals – the things that drive change – with the goals of heritage conservation. This means we find ways to harness the change proposed for Ballarat to strengthen our heritage rather than making it more vulnerable to loss.

Council has been building a foundation for delivering the HUL approach since joining UNESCO’s international pilot program in 2013 and we are now ready to implement it using this plan.

The *Burra Charter*, 2013 – Australia ICOMOS Charter for Places of Cultural Singificance

The *Burra Charter* (the Charter) is a best practice standard for managing cultural heritage places in Australia. It was first adopted in 1979 and has evolved to reflect heritage practice today. It is designed for owners, managers and custodians of heritage places.

The Charter highlights tangible and intangible heritage, including Aboriginal cultural heritage. It calls for consideration of fabric, setting, use, associations, meanings, records and related places and objects; and provides guidance for their interpretation. All of these elements are reflected in this plan.

United Nations Global Compact – Cities Programme (UNGCCP)

The UNGCCP is a United Nations body providing a platform for city governments and local citizens to collaborate with the private sector for better, more sustainable ways to address complex local challenges. It helps achieve more inclusive, targeted, effective and transparent outcomes for cities and their citizens.

The City of Ballarat has been working with the UNGCCP through their global advisor program since 2015 and this work is incorporated throughout the plan.

Ballarat the Intercultural city – Council of Europe (COE)

Heritage contributes to our sense of belonging and identity. This is becoming more and more critical with many citizens feeling a loss of identity and place in the world. In 2017, Ballarat became the first Australian city to join the COE’s Intercultural Cities Network, which recognises that all people contribute to, influence and become part of a place’s identity.

Ballarat’s vision is to be ‘an inclusive intercultural community that celebrates diversity and is welcoming to people of all cultures’.¹⁰ This is a significant message for building an inclusive heritage platform for the future.

⁸ United Nations Educational, Scientific and Cultural Organization (UNESCO) is the United Nations body who administers the World Heritage Convention, protecting the world’s most significant heritage.

⁹ Including the UNESCO advisory bodies: ICOMOS, ICCROM and IUCN.

¹⁰ City of Ballarat (2017), *Intercultural Strategy*.

Image: Ballarat's Arch of Victory and Avenue of Honour are a valued community legacy. The avenue is the longest WWI memorial avenue in the southern hemisphere, and the Arch ranks among the top four WWI memorial arches in the world in terms of height and scale.



2. BACKGROUND TO THE PLAN



2.1 OUR CITY'S STORY SO FAR¹¹

Ballarat is a city that is home to many diverse peoples and communities, each contributing their own culture, ideas and aspirations to Ballarat's identity. As a result, Ballarat's story is one of layered change over millions of years (see Figure 1, page 11).

Forming the landscape

Ballarat's landscape formed 500 million years ago. Through a series of dramatic changes caused by tectonic forces, erosion, volcanic activity, climatic change and water flows, Ballarat's alluvial and deep lead gold deposits were formed.¹² Today, Ballarat sits within a distinctive setting. Central Ballarat is characterised by its strong grid pattern over a bluestone plateau overlooking Ballarat East with its irregular layout, and the important cultural and visual landmarks of Mt Warrenheip, Mt Buninyong and the forested ridges that help frame the city.

Living as the Wadawurrung and Dja Dja Wurrung

Today the municipality extends across parts of the Traditional Country of the Wadawurrung and Dja Dja Wurrung peoples, who have lived here for at least 50,000 years and remain connected to these landscapes. Their ancestors shaped the landscape through their activities, knowing it deeply and imbuing it with important cultural and spiritual meanings. Ballarat is thought to be named from two Aboriginal words: 'balla' meaning elbow or reclining on the elbow, and 'arat', meaning place. The whole Country embodies songlines and storylines that connect Wadawurrung and Dja Dja Wurrung people to places. Places where Wadawurrung and Dja Dja Wurrung old people lived and contemporaries are still living today. Places for hunting, fishing and harvesting. Places that witnessed large gatherings, as well as spiritual and ceremonial locations. Through their cultural practices, stories and traditions, knowledge was built and shared, generation by generation and continues to be today. Significant landscape changes were witnessed too. Wadawurrung stories tell of volcanic eruptions and floods – the rising levels of the seas. Displacement and loss is also part of the story for Wadawurrung and Dja Dja Wurrung peoples, and the landscape once named by them has now been overlain with other names.¹³

Ballarat has become home to people from many Aboriginal and Torres Strait Islander groups throughout Australia and remains part of the Kulin Nation, an alliance of five Aboriginal nations in central Victoria that have similarities in language, custom and tradition. Their collective territories extend from around Port Phillip and Western Port, up into the Great Dividing Range and the Loddon and Goulburn River Valleys.¹⁴



Images: *Warrenheip Hills near Ballarat, oil on canvas, Eugene Von Guérard, 1854, National Gallery of Victoria.*

View of Mt Warrenheip replicated by researcher George Hook, 2015, photo by Andrew Thomas.

11 Adapted from City of Ballarat (2015) *Today, Tomorrow, Together: The Ballarat Strategy*.

12 Buckley, K, Cooke, S & Fayad, S (2015), 'Using the Historic Urban landscape to reimagine Ballarat', in: Labadi, S & Logan, W (eds), *Urban Heritage, Development and Sustainability: international frameworks, national and local governance*, London: Routledge.

13 Context (2013), *Mapping Ballarat's Historic Urban Landscape, Stage 1, Final Report*.

14 City of Ballarat (2014), *Reconciliation Action Plan 2014-2017*.

Creating a new home out of gold

The occupation of Country by settler peoples also brought significant change. The landscape today is dotted with farms, small settlements and towns that reflect these migrant cultures, primarily derived from the UK (English, Irish, Scottish, Welsh and Cornish), North America, continental Europe and China. But many of the best places to live and the easiest routes to travel reflect both Aboriginal and settler peoples' movement patterns.

The discovery of gold at Buninyong in 1851 resulted in Victoria's gold boom. In the two years following, Ballarat was recognised as the richest alluvial goldfield in the world.

Occupation of Aboriginal peoples' traditional lands began with graziers bringing in their stock and finding ideal pasture, water and house sites. The discovery of gold quickly attracted other migrants from near and far, who set up transient mining camps and reshaped parts of the landscape – extracting heavily from it. Aboriginal people played a key role in the economy of this period by providing miners with food, shelter, clothing and local knowledge, including in some instances, the actual locations to find gold. They were and continue to be part of the social and economic fabric of Ballarat.

Out of the mines emerged the wealth of Ballarat, expressed in many of its fine public buildings and still represented in place names, localities and a strong sense of community identity – the Aboriginal connection still exists – many place names are the original ones that have existed for thousands of years. Names like Buninyong, Ballarat, Wendouree and Burrumbeet are examples of how Aboriginal language has been integrated into contemporary language, while other names are layered with new identities from places far away. Within Ballarat, local communities still retain and value the distinctiveness of these names. In addition, an extraordinary number of people across Australia can trace their lineage back to Ballarat's gold rush pioneers.

Becoming a regional centre

Ballarat's role as a regional centre started with gold but continued to be important well beyond the gold boom years. The arrival of the railway in 1862 connected Ballarat to the port at Geelong and radial lines connected the city to other towns.

Ballarat's position as a regional hub is reflected in the number of industries, public institutions and schools in the city, making it the centre of broader regional connections for over a century.

The settlement pattern visible in Ballarat today represents a layering of time and people and a diversity of activities and lifestyles. The discovery of gold in the 1850s saw the most dramatic change in settlement patterns, with the urban landscape beginning to take shape as local townships were established and Ballarat itself emerged to service the diggings.

The population of Ballarat has tended to mirror the peaks and troughs of economic conditions and the state of the labour market. Due largely to the gold rush, the population exploded, peaking at about 64,000 in 1868 – a peak which took almost a century to regain.



Images: 'Albert Street, Sebastopol', 1866, Views of Sebastopol 1866 collection, State Library of Victoria.

View of Albert Street, Sebastopol, 2016, Google Street View.

Other industries emerged in the 1870s, including wool and flour mills, tanneries, meat-preservation works, brick-making, breweries and many more. When a recession hit the mining industry in 1870, the population declined significantly. However, the manufacturing industries and agricultural sector kept the economy afloat. In 1875, railway lines to Maryborough and Ararat were opened, reinforcing Ballarat as a major administrative, manufacturing and commercial centre.

Sustaining growth

Ballarat prospered as a major regional centre throughout the 20th Century and its population once again increased significantly in the post-war years. Most of this growth was in the west and north, in suburbs such as Ballarat North and Wendouree. The city had a relatively stable population for much of the 1980s and early 1990s. It has grown strongly since the mid-1990s due largely to expansion of the service, core manufacturing (food processing) and agricultural industries, with the population growing from around 76,000 in 1996 to around 100,000 in 2014.¹⁵ This growth took place mainly in the west and the south, in suburbs such as Alfredton and Delacombe. More recently, significant expansion has occurred in Lake Gardens, Miners Rest, Buninyong, Sebastopol and in the growth areas in the west. Over the past decade, there has also been substantial infill development in Brown Hill and Ballarat East.

As a regional service centre for the wider region, Ballarat offers major recreational, retail, health and educational services and facilities. People from surrounding rural areas, particularly to the west, are attracted to Ballarat for employment and education, as well as its liveability and distinctive heritage. Ballarat also attracts many people from metropolitan Melbourne, including families seeking more affordable housing, employment opportunities and better lifestyle choices.¹⁶ Ballarat is also a key tourist destination in the distinctive Central Victorian Goldfields region.

Our city today

Ballarat today is a city gifted with the legacy of many people.¹⁷ The importance of this was expressed through Ballarat Imagine, which showed just how much Ballarat's character and lifestyle is loved by local communities and visitors alike. Ballarat's success has been built on many influences – the changes that different cultures have brought over the generations can be seen all around. Most recently, people are moving to Ballarat from places like India, China and Sudan, as well as 'tree changers' from all over Australia.

These new communities continue Ballarat's age-old tradition of continually adding to the city's rich cultural tapestry. It is only when we stop and think about these influences that the real picture underpinning Ballarat's success is clear.

*'Since the creation of this land, Aboriginal people have adapted and changed to survive and grow with the land. Since the arrival of the early settlers, that change has been significant and massive. Everyone has had to change. Modern society dictates that we must change. That adaptation and growth will continue until the land is no more.'*¹⁸

Ballarat is a vibrant and prosperous regional municipality. It encompasses an urban core, outlying townships and a large agricultural base across approximately 740 square km. The population in 2016 was approximately 105,000 people. It is forecast to grow to approximately 160,000 by 2040,¹⁹ making Ballarat one of Australia's fastest growing inland centres, as well as a significant source of jobs in regional Victoria.

There are shared boundaries, connections and relationships with Hepburn Shire to the north, Moorabool Shire to the east, Golden Plains Shire to the south, and Pyrenees Shire to the west. Ballarat's relative proximity to Melbourne, being just 110 kilometres west of the State's capital, and recent positioning as capital of Western Victoria makes it a crucial part of the Victorian growth story.



Images: 'Lydiard Street looking west from the railway level crossing, Ballarat', c1870-75, American & Australasian Photographic Company, Holtermann Collection, State Library of NSW.
View of Lydiard Street, Ballarat, 2016, Google Street View.

¹⁶ Discussions in this section mainly sourced from: Context (2013), Mapping Ballarat's Historic Urban Landscape, Stage 1, Final Report.

¹⁷ Ibid.

¹⁸ Uncle Bryon Powell, Wadawurrung Elder (2015).

¹⁹ VIF 2014 – Estimated Resident Population (ERP) for Local Government Areas (LGAs), for each year from 2011 to 2031.



Geology

The rocks of the Victorian Volcanic Plain and the Central Victorian Uplands underpin Ballarat's complex layered histories, including the epoch defining gold rush.

Topography

Ballarat's contrasting landforms showcasing undulating plains, ridges, valleys and volcanic hills provides the mantle on which its rich cultural landscape has evolved.

Hydrology and natural features (ecology)

The flow of Ballarat's creeks, the extensive lakes and water bodies, the native forest and open plains all result from the unique geology and landform that defines the municipality.

Land use patterns & spatial organisation

Ballarat's landscape stands testament to its physical and historical development over time, reflected in the tracks, boundaries and settlements that make up its rich tapestry.

Built environment

The buildings, monuments and streetscapes of Ballarat, their varied form and detail, contribute greatly to the character of the city and the quality of its urban landscape.

Open space and gardens

The street trees, public parks and private gardens contribute greatly to the 'garden city' and the network of parks and reserves promote a feeling of spaciousness and closeness to the forest and open country that is cherished by the community.

Infrastructure (above and below ground)

The road and rail connections and the many utilities and facilities provided in Ballarat all contribute to its celebrated liveability.

Perceptions and visual relationships

The view of the city's historic skyline inspires a sense of uniqueness, whilst expansive views over Lake Wendouree and out to Mounts Buninyong and Warrenheip and the Western Plains create a fabulous setting.

Social and cultural practices and values

The many cultural and sporting events, spiritual places, galleries and ovals give a richness and diversity to Ballarat's cultural life.

Economic processes

From the city's prosperity brought by gold, through subsequent periods of boom and bust into today's globalised world, economic forces have indelibly shaped Ballarat's character.

Intangible dimensions of heritage, diversity and identity

Ballarat's diverse cultures give rise to many stories inspired by history and environment from Aboriginal understandings and the spirit of Eureka to the creation of its unique landscape.

Figure 1

Ballarat's identity is the result of layered change over millions of years.²⁰

²⁰ Maps sourced from: www.visualisingballarat.org.au, adapted from HUL definition (UNESCO 2011).

2.2 WHAT WE LOVE AND WHAT IS VULNERABLE

AT A GLANCE...

While Ballarat's story will continue to evolve, there are things we love about our city now and don't want to lose. Heritage is at the top of our community's list of things they value. It is extensive, diverse and appealing. It is precisely because our heritage has such high intrinsic value that it becomes vulnerable in the face of change.

We need to understand what is of most value and therefore most vulnerable so that we can target how best to sustain Ballarat's heritage into the future.

Part 2.2 includes:

What we love

The voices of locals and what they value most about Ballarat²¹ (see pages 13-14).

What is vulnerable

Our city's heritage faces many challenges including population growth, climate change and a changing economic future. Elements such as Ballarat's sense of place, water bodies and even the colours of Ballarat are vulnerable to these challenges (see pages 15-16).

²¹ Ballarat Imagine (2013).

WE LOVE

Historic heart

'Elegance and beauty of the historic and vibrant streetscapes.'

Sense of

'Wonder country to tidy. Friend



Lake Wendouree

'I love Lake Wendouree (it's the best lake EVER!).'

Views and setting

'Feeling of spaciousness and being close to forested and open farmland country.'



Cultural experiences

'Richness and diversity of its cultural life.'



Special places

'It's a great city and lots of places to go like little athletics and the art gallery.'



community

'... wonderful spirit of a town. Clean and friendly people.'

Sense of history

'I love its history, which has included 6 generations of my family.'

Historic streetscapes and street trees

'... Big and leafy in summer, bursting with colour in autumn, sculptured when bare in winter, quick to flourish in spring.'

Parks and gardens

'Cycling through lovely parks and streets.'

BALLARAT'S CHALLENGES FOR SUSTAINING HERITAGE



POPULATION GROWTH

Ballarat has experienced above trend growth for more than a decade and recent projections see this growth accelerating. Ballarat will need to accommodate up to a 60% population increase by 2040 and adapt to the needs, values and aspirations of a growing and more diverse population.



CLIMATE CHANGE

This has emerged as one of the most serious threats impacting heritage conservation globally. We know that in Ballarat, climate change will include extreme temperature periods (hot and cold), a reduction in rainfall and an increase in the frequency of extreme rainfall days, an increase in and more unpredictable storms, and infrastructure breakdown (including deterioration of historic buildings).



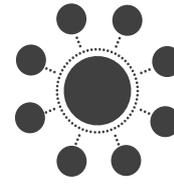
CHANGING ECONOMIC FUTURE

As Ballarat's traditional employment sectors adapt, the city's economic landscape and use of places will change. Manufacturing is likely to become more niche and specialised; the knowledge sector – in the creative industries and particularly health and education – will play an increasingly large role; and the tourism sector – already well recognised for its premier cultural institutions and events – will continue to play an important role.



OVERDEVELOPMENT AND INAPPROPRIATE DEVELOPMENT

These factors impact Ballarat's distinctive setting and context. In extreme cases, they can also result in heritage being treated purely as a commodity (something to be bought and sold), resulting in the loss of places and settings that demonstrate the city's stories. This will impact the tourism industry opportunities and can result in people disconnecting from place.



DEMOGRAPHIC AND CULTURAL CHANGE

Uses of and connections to places change with each passing generation. While these factors can be the cause of the deterioration of heritage places, they can also lead to new communities and generations that want to re-engage with spaces in traditional and new ways.

WHAT IS VULNERABLE²²



SUSTAINABILITY OF OUR WATER BODIES

Climate change and encroaching development are two threats facing the lakes and waterbodies. While better water management systems applied to some lakes has benefitted them greatly, development and increased density will impact visually, aesthetically and the sustainability of systems around the lakes in the future. This may be critical in urbanised areas such as around Lake Wendouree.



EVIDENCE OF HUMAN HISTORY AND PREHISTORY

Urban redevelopment, maintenance deficiency and insufficient conservation standards can impact the value of archaeology, such as significant Wadawurrung and Dja Dja Wurrung Aboriginal cultural heritage sites and contact history, and Ballarat's significant mining heritage. Redevelopment can compromise the readability, meanings and stories provided by archaeological sites.



THE CULTURAL AND SPIRITUAL LANDSCAPE

For Aboriginal peoples, the land is spiritual and cultural. Urban development, climate change and overdevelopment continue to compromise this. Ballarat's churches and steeples continue to be both spiritual and visual landmarks. With dwindling congregations and members, the future of our churches' architecture, meanings and settings are vulnerable.



THE COLOURS OF BALLARAT

The colours of the municipality are always changing. Ballarat's streetscapes are made up of colourful architecture and their visual connectivity is determined by the materials used and the colours of façades. Light plays a significant role in the conservation of the historic landscape as it models and tempers it. The main threat for colour and light are unsympathetic new buildings, especially when they transmit new proportions, massing, height and colours. Climate change will also impact our city's trees and shrubs that provide Ballarat with changing colours throughout the seasons.



SENSE OF PLACE AND AMBIENCE

The character of Ballarat and all the elements that create it contribute significantly to its unique ambience. The city's atmosphere can be impacted by poor planning and conservation practices and inappropriate development. This makes the rhythm of the streetscape and the sense of place vulnerable. Along our main thoroughfares, especially in the CBD, some modern verandahs and façades can be visually alien and detract from the cohesiveness of streetscapes. In some cases architectural details, materials and features are being lost through the lack of training, skills and appreciation of traditional buildings.



URBAN AND RURAL LANDSCAPES

While urban sprawl can take pressure off of existing built areas to accommodate higher populations, it also impacts the existing built form and environment by increasing car dependency, consuming rural landscapes and habitat and removing investment dollars from older areas. Increased urbanisation and the spread of suburbia can adversely affect the heritage character of older suburbs and the settings and surroundings of historic properties.



INDUSTRIAL STRUCTURES

Urban redevelopment, maintenance deficiency and insufficient conservation standards can impact the value of industrial architecture. Changing industrial use patterns and new technology can significantly alter traditional buildings and cultural landscapes. Redevelopment can also compromise the readability of industrial sites through overpowering structure or design.



REDUNDANT BUILDINGS

Both public and private buildings are vulnerable through redundancy caused by population movement – especially in rural areas around Ballarat – through asset rationalisation, mergers, technological and infrastructure change and unsympathetic development. A view of cultural heritage significance that is too narrow can limit flexibility in adapting and reusing significant structures that, in turn, may limit investment opportunities.



SIGNIFICANT VIEWS AND LANDMARKS

Our celebrated views, sightlines and landmarks are important reference points that make the views of the city richer. The risk to them is significant, with the biggest risks being created by new buildings and massing that impact the skyline and visual connectivity. Views towards and from the city are highly vulnerable to greater building density and a change in the ratio of space and mass as a result of heavy development, imposed blocks and poor design.

22 Informed by: Borg, M (2017), Detailed Landscape Assessment; v Vulnerability Assessment.

2.3 HOW WELL HAVE WE MANAGED HERITAGE TO DATE?

AT A GLANCE...

Ballarat's heritage is diverse and extensive. As we have seen, it is also highly valued and vulnerable to challenges such as climate change and population growth. To help make sure Ballarat's heritage is sustained into the future, we need to understand how well our current policies, practices and tools are working and what, if anything, needs to change.

Part 2.3 includes:

A health check

Showing the results of a holistic assessment of Ballarat's policy and practice environment. It tells us that conservation in our city has resulted in a rich and highly significant historic landscape and strong sense of place, but that we need to better target our policies, practices and tools to achieve more inclusive and sustainable results (see pages 18-20).

Our current policies, practices and tools

Showing how the City of Ballarat's heritage practice has evolved over time. This work provides a strong foundation to build on for addressing future challenges (see pages 21-22).

A HEALTH CHECK²³

Our heritage exists within a complex and constantly changing living landscape and policy environment. There are many factors that can sustain heritage while other factors can have a detrimental effect.

To understand this, we have measured Ballarat through diagnostic tools called: *'Circles of Sustainability'*, *'City Scan'* and other evaluations implemented through the United Nations Global Compact – Cities Programme (UNGCCP)²⁴. The results show us how sustainable the city and its heritage are within the complex framework of our living environment (see Appendix 1, page 86).

The indicators set up in the above tools measure not only the impact of policies like the Planning Scheme, they enable us to assess all of the factors that contribute to or influence Ballarat's diverse heritage and dynamic environment, such as heritage and cultural management, tourism development, liveability, as well as industrial and socio-economic growth.

This holistic and integrated approach has been used to guarantee a full understanding of our policies, practices and tools and to inform us about how we can best ensure a sustainable city and conserve our heritage landscape.

What did we do?

We have brought together data, statistics and surveys, character appraisals and landscape assessments, vulnerability and liveability reports and benchmarked best practice.

This rich information creates a baseline study that helps us to:

- Understand how we are performing now
- Identify what, if anything, needs to change so we can improve our performance
- Set up indicators to measure if the heritage plan has any beneficial impact over time
- Set up a system to monitor and evaluate our performance and long-term plans.

• How are Health, Wellness and Liveability related to heritage?

Studies and research have shown that thriving historic cores, cities and towns provide a more liveable environment and a healthier lifestyle. However, when these elements are failing, the impact on the city and its people is significant.

• How are Materials and Energy related to heritage?

Alternative energy sources coupled with the restoration of historic properties can increase the sustainability of the historic landscape. Additionally, if regeneration strategies aren't in place, new mining and extraction projects can impact on the historic, cultural and natural environment.

• How are Arts and Culture related to heritage?

Historic cities act as incubators for creativity and culture. Thriving arts and cultural industries can be a sign of a thriving historic environment and diverse economy.

• How are Labour and Welfare related to heritage?

Diversification of the local economy through sectors related to heritage and culture (such as education, tourism, the arts, retail and café culture) can boost local jobs, people and businesses.

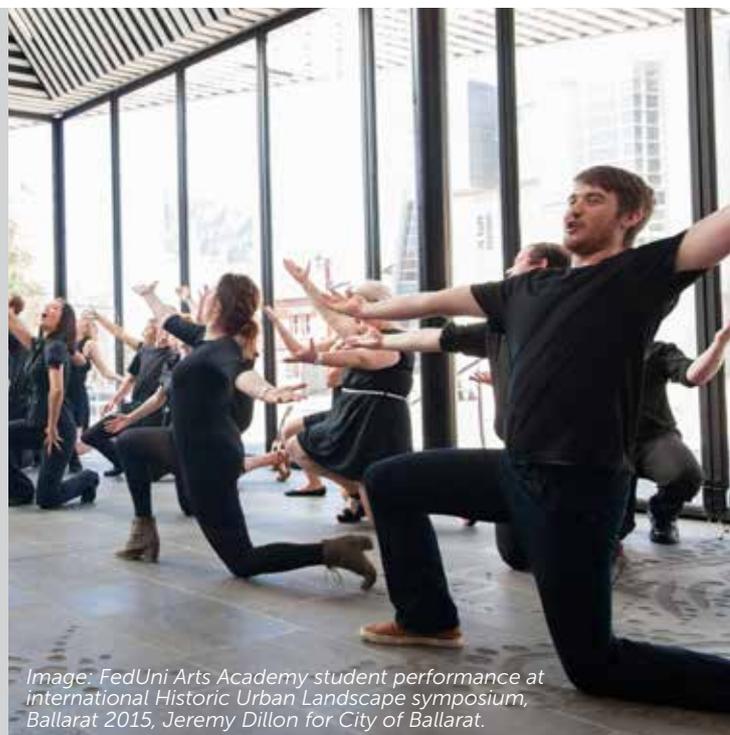


Image: FedUni Arts Academy student performance at international Historic Urban Landscape symposium, Ballarat 2015. Jeremy Dillon for City of Ballarat.

²³ Adapted from: Borg, M (2017), HUL Implementation Programme.

²⁴ See page 5 for explanation of the UNGCCP.

WHAT DOES IT TELL US?²⁵



The Ecology domain: Measures the impact of policies, practices and tools associated with the tangible elements of our living landscape, including our built heritage, natural landscape and resources.

- *The survey and assessment of landscape and character has revealed a rich and highly significant landscape that has been well conserved.*
- *The comprehensive profile (see Appendix 1, page 86) tells us our policy and practice tools have performed well, especially in embodiment and sustenance, water and air, but also that they are not sustainable with other aspects. These include:*
 - **Materials and energy:** Ballarat is still dependent on non-renewable energy, resulting in a high greenhouse gas emissions profile.
 - **Flora and fauna:** Ballarat's urbanisation is impacting biodiversity and the natural landscape, affecting threatened species and the city's visual character.
 - **Habitat and settlement:** Ballarat's urban sprawl is redirecting investment dollars away from historic areas and increasing applications for demolition have heightened pressure on Ballarat's historic environment.
 - **Built form and transport:** Ballarat's high car dependency is negatively impacting on urban areas and affecting public interaction with heritage spaces.

Conservation of Ballarat's historic landscape has resulted in a strong sense of place.

2.9% of Ballarat residents walk to work and 3.2% travel to work by public transport, compared to the statewide average of 12.6%.



The Economics domain: Measures which socio-economic processes are impacting or assisting efforts to sustain the city and its heritage.

- *Comparatively to other state and regional cities, Ballarat is performing well. Areas that need further investment are: the number of people participating in the workforce and innovation to support local industry.*

The workforce participation rate in Ballarat is 63.1% compared to the national average of 65.2%.

See full City Scan results in Appendix 1, page 86.

²⁵ Borg, M (2017), Aggregate profile (Comprehensive assessment).



The Culture domain: Looks at why and how we do things in Ballarat – the intangible elements that shape our city.

- *Even though Council is investing heavily in the cultural sector, operating expenditure needs to increase and its focus needs to expand. This includes how much income the industry generates and the percentage of people employed in the arts.*
- *The Tourism sector has been successfully managed with increases recorded in many areas except in the length of time visitors stay.*
- *Making Ballarat healthier requires becoming a more inclusive society, especially in areas like multiculturalism, social inclusion and work-life balance.*
- *Although the City of Ballarat is a leading city in promoting culture and cultural heritage, our policies need to be more inclusive and be relevant to all genders, generations and diverse peoples.*

1.8% of Ballarat residents are engaged in the arts and cultural recreation sector compared to the statewide average of 2%.

Community acceptance of multiculturalism is 45.6% in Ballarat compared to the statewide average of 51%.

Work-life balance shows Ballarat at 50.7% compared with to the state average at of 53.1%

Community acceptance of diverse cultures is 89.3% in Ballarat compared to the statewide average of 89.4%.



The Politics domain: Measures both public and private practices and policies relating to organisation, authorisation and regulation. It tells us how well our governance structures are set up to achieve sustainable outcomes.

- *The City of Ballarat has compiled a significant number of specialised and dedicated reports, policies, plans and strategies to address critical issues. As for many government organisations, successful implementation can be impacted for several reasons: changing community and political priorities can mean that resources (including financial) may change over time; governance measures can be complex; and local conditions can sometimes make actions difficult to apply – including those which may have state, national and international dimensions or criteria (see also page 72).*

The community satisfaction rating for decision-making on local key issues is 53 in Ballarat compared to the regional cities level of 59 (indexed mean for local government indicators).

OUR CURRENT POLICIES, PRACTICES AND TOOLS

1978 – ONGOING

Legislation, Regulations and Guidelines

What has it achieved in Ballarat?

✓ Under the *Aboriginal Heritage Act 2006*, **Aboriginal cultural heritage** is managed through two Registered Aboriginal Parties (RAPs): Wathaurung Aboriginal Corporation (WAC), trading as Wadawurrung, and Dja Dja Wurrung Clans Aboriginal Corporation. This means that Traditional Owners influence and are leaders in managing and protecting their cultural heritage.

✓ Over 10,000 places are covered by **local Heritage Overlays** through the *Planning & Environment Act 1987*, with heritage places listed either individually or within precincts. This is the result of strong community lobbying over many years, combined with strategic planning work by Council and other statutory authorities to put controls in the Ballarat Planning Scheme. Additionally, a series of studies covering various aspects of Ballarat's heritage, such as the 1999 Ballarat Urban Character Study, have been undertaken. Together, this has led to more sympathetic change and the protection of many heritage places and features from being demolished and lost.

✓ **Historical archaeology** has blanket protection under the *Heritage Act 1995*.

2010 – ONGOING

Preserving Ballarat's Heritage Strategy

What has it achieved in Ballarat?

✓ **Ballarat Heritage Awards** have been held annually since 2010 – in partnership with the National Trust of Australia (Vic) Ballarat Branch.

✓ **Heritage grants** provide funding for private, commercial and not-for-profit heritage property owners – in partnership with Victoria's Heritage Restoration Fund (VHRF).

✓ **Expanded heritage advisory service** by broadening staff skills and increasing the number of site visits per year.

✓ **Strengthened enforcement** through local law changes.

✓ **Statutory Planning pre-purchase, pre-application and post-application meetings** to negotiate better outcomes.

✓ **Information materials** have been produced and made available.

✓ **Partnership and restoration projects**, such as the St Nicholas Church community partnership restoration (2010).

✓ **Online Ballarat heritage database** for heritage property information.

✓ **Grants secured for conservation of public heritage places**, including the Arch of Victory and Learmonth Shire Hall.

✓ **Heritage gaps review** proposing future heritage protection areas.

1970s

2010

Legislations, regulations and guidelines

Preserving Ballarat's Heritage Strategy

2013 – ONGOING

Historic Urban Landscape (HUL) approach²⁶

What has it achieved in Ballarat?

✓ Council joined UNESCO's **international HUL pilot program**, which provides national and international support, training and expertise to build our capacity to deal with Ballarat's increasingly complex heritage challenges.

✓ The HUL approach has guided the **whole-of-city community conversation, Ballarat Imagine**, and built heritage firmly into The Ballarat Strategy. This has moved heritage from being 'off to the side' as a single planning consideration, to central in the city's future. As a result, heritage has been strengthened in strategies such as the CBD Strategy (2017 review), the Ballarat Planning Scheme's Municipal Strategic Statement (MSS) and other policies.

✓ **New community engagement and online planning/knowledge tools** have been developed: www.hulballarat.org.au & www.visualisingballarat.org.au

✓ Using the HUL approach, **collaboration with the local community, stakeholders and research partners** has enabled the development of several projects and case studies outlined in this plan and transformed Council's heritage practice.

✓ **Local Area Plans**, such as Imagine Ballarat East, Cardigan Village and Learmonth, have been rolled out using the HUL approach, empowering local citizens to guide the future of their neighbourhoods and towns and address issues that make heritage vulnerable (see pages 61-62).

✓ Projects such as **Reimagining Main Road** use HUL to make sure heritage and local stories are now central to area regeneration (see Case Study 2, page 31).

✓ **New understandings and possibilities** have been identified for Ballarat's extensive and highly valued heritage, as outlined in this plan.

Together, these programs have created the environment needed for successfully delivering this heritage plan

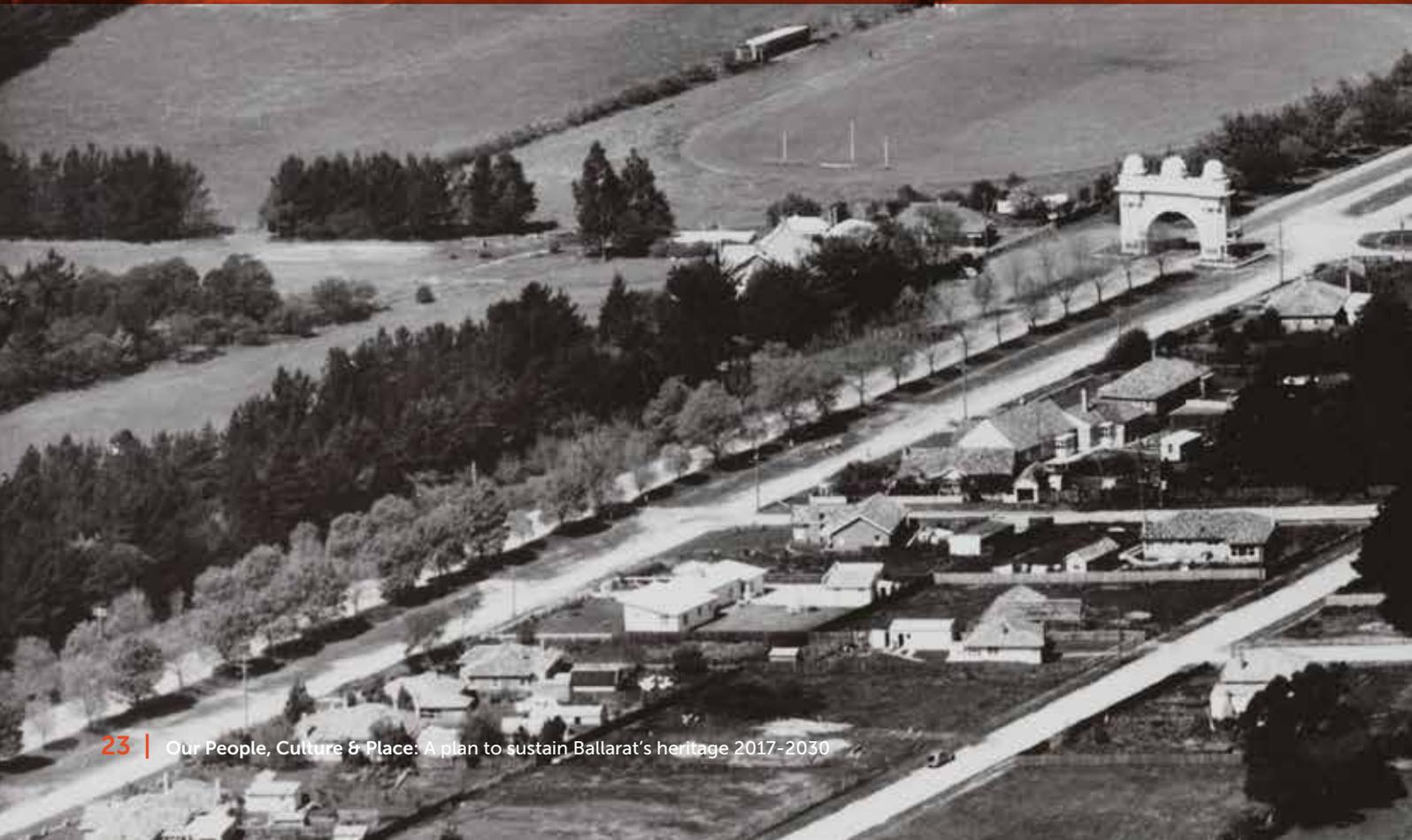


²⁶ See summary paper Understanding the HUL approach in *Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030*.



Image: 'Aerial view of Lake Wendouree and Ballarat', c1950-54, Charles Daniel Pratt, State Library of Victoria.

3. STRATEGIES AND ACTION





ES ONS

THREE PRIORITY AREAS

AT A GLANCE...

We have learnt a lot about the things citizens love, the challenges facing heritage and the issues we need to address. This section outlines strategies and actions designed to target these areas.

Section 3 includes:

How to read this action plan (see page 26).

Detailed objectives and specific programs and actions for delivery in three priority areas:

3.1 Regeneration (see pages 27-40)

Regeneration is a conservation method that can bring life to historic places. Actions include a CBD regeneration program, financial and investment packages, urban forest, cultural events and recognition programs, as well as aiming for social and economic regeneration of the goldfields region through World Heritage listing.

3.2 Celebrating and inspiring with Ballarat's stories (see pages 41-56)

Storytelling is a valuable tool with potential to pass on knowledge, enhance people's experiences, inspire regeneration, support cultural and creative industries and provide inspiration for contemporary design. Actions include capturing the stories of Ballarat, setting up a Storytellers' Network and Toolkit, finance and incentive packages, a one-stop heritage hub, revitalised cultural tourism and a creative heart.

3.3 Managing change and safeguarding heritage (see pages 57-70)

Ballarat's planning tools and practices are evolving to best address new challenges facing our city. Actions include delivering local plans for local communities, best practice Aboriginal cultural heritage planning, a CBD planning package, Ballarat Planning Scheme review and developing digital decision-making and engagement tools.

3.4 Implementing and monitoring the plan (see pages 73-81)

Outlining how we will deliver the programs in each priority area, including a detailed action plan. It also sets out how we will measure the success of these actions.

HOW TO READ THIS ACTION PLAN

There are many competing interests in city management. By setting priorities, all stakeholders can work together to more effectively achieve heritage conservation goals.

Priority area

This plan outlines three priority areas for action of **equal priority** that contribute to the central goal of sustaining Ballarat's heritage. These priority areas were determined through participatory engagement with local citizens and stakeholders, as well as with input from local and international experts.

Municipal-wide objectives

These explain how we will achieve the overall goal of sustaining Ballarat's heritage within each priority area. They are measurable so we can evaluate whether we have achieved our goals over time. They will continue to shape our actions over the life of the plan.

Specific program packages for priority action

These have been developed for first stage delivery of the heritage plan and have been identified as a priority for Council and the local community.

3.1 PRIORITY AREA 1: REGENERATION

AT A GLANCE...

Finding ways to sustain our city's heritage through regeneration will be an integral part of Ballarat's social, cultural and economic growth. Regeneration is a conservation method that can bring back life, activity, relevance and function to historic places and strengthen the identity of local communities. Regeneration makes our heritage more resilient to change.

Priority Area 1 outlines objectives, measures and programs for action to support regeneration of Ballarat's historic environment, through:

1.1 CBD Regeneration Program delivering streetscape upgrade projects, a conservation outreach service and other actions, to help people reinstate heritage features and increase use of heritage buildings. Lessons learnt will inform regeneration in other parts of Ballarat (see page 30).

1.2 Financial and investment packages providing funding targeting opportunities to make conservation of the historic environment easier (see page 33).

1.3 Urban Forest delivering 40% tree canopy cover for Ballarat by 2040 (see page 35).

1.4 Cultural events and recognition programs helping locals and visitors celebrate Ballarat's heritage and bring it to life (see page 37).

1.5 World Heritage listing of the Central Victorian Goldfields, spurring social and economic regeneration underpinned by the region's rich heritage assets (see page 39).



OBJECTIVES

Ensure that Ballarat’s heritage is embraced as a core part of the city’s future, by better connecting social and economic goals with heritage conservation goals, including enabling employment linked to heritage for local citizens.

Build heritage's resilience to change by strengthening its valued features and adaptability.

Tap into regional partnership opportunities to increase options for revitalising, engaging with and identifying funding for our city’s heritage.

Avoid types of gentrification that treat heritage as a product to be bought and sold, which can create monoculture and devitalisation of areas and increase pressure on heritage.

How will we do it?

We will deliver regeneration projects which launch from the unique experiences that Ballarat can offer, including heritage, local culture, stories and our city’s distinctive identity (see Figure 2). This is different to traditional concepts of urban regeneration (or revitalisation) that target job creation alone. In addition to economic priorities, this new model requires focusing on rehabilitation, restoration, interpretation (storytelling) and adaptive reuse as vital parts of the regeneration process.



Figure 2
Creating a virtuous cycle by connecting conservation, social, economic and environmental goals.

What will we do?

- ✓ Deliver a tailored Conservation Outreach program to owners of CBD heritage properties.
- ✓ Deliver integrated streetscape regeneration projects.
- ✓ Deliver new financial and investment packages.
- ✓ Conserve, maintain and celebrate Ballarat’s extensive public assets.
- ✓ Embed heritage elements in core projects delivered by Council.
- ✓ Conserve Ballarat’s historic memorials.
- ✓ Celebrate regenerated heritage through the Ballarat Heritage Awards, Heritage Weekend and other community events and link to major heritage festivals as applicable.
- ✓ Work towards World Heritage listing of the Central Victorian Goldfields focused on the benefits this can bring the region.
- ✓ Deliver 40% tree canopy coverage across Ballarat by 2040 through the Urban Forest Strategy.
- ✓ Develop and deliver Ballarat's Creative City Strategy to put Ballarat top of mind as regional Australia's leading creative city (see also page 55).
- ✓ Deliver the Lake Wendouree Master Plan to support activation of this much-loved asset while protecting its character, views, trees and environmental function.
- ✓ Review existing regulations and controls in the Ballarat Planning Scheme to facilitate more effective regeneration outcomes (see also page 64).
- ✓ Bring the stories of Ballarat to life (see also Priority Area 2, pages 41-56).

How will we know if we’re successful?

We will have:

- ✓ Delivered regeneration projects across key areas of Ballarat’s CBD and extending to other areas over time.
- ✓ Attracted private sector investment in heritage conservation.
- ✓ Achieved 40% tree canopy coverage by 2040.
- ✓ Increased the reach, size and number of cultural events.
- ✓ Strengthened social and economic opportunities linked to heritage for Ballarat and the broader region.

SPECIFIC PROGRAMS FOR ACTION

1.1 CBD Regeneration Program

Regenerating Ballarat's historic Central Business District (CBD) is a Council and community priority. Our city's CBD has long been recognised as the civic and commercial heart of the municipality and presents a strong 19th Century character for which Ballarat is renowned. Its unique sense of place and extensive historic streetscapes attract niche businesses, tourists and creative and cultural industries including film making, digital animation and cultural events. It will, however, come under the most complex pressure in future compared to other parts of the city, with large-scale developments already proposed for this much-loved area.

Along with a review of planning controls (see page 64), the CBD Regeneration Program will target:

- Conservation
- Socio-economic revitalisation to attract cultural and creative industries
- Keeping local people and stories in place
- Environmental and accessibility upgrading of properties and spaces
- Local pride and ownership of the project.

The CBD Strategy has been updated (2017) to support this plan and make sure heritage is given top priority as our city continues to develop.

What will we do?

✓ **Deliver streetscape regeneration projects**, starting with Main Road (see Case Study 2, page 31). Other areas earmarked in the first phase include Sturt Street, Lydiard Street and Bakery Hill.

✓ **Deliver a tailored conservation outreach program for private and commercial heritage property owners** – a dedicated conservation architect will work with owners to reinstate lost heritage features, conserve properties, increase access and use, as well as assess regulations and controls (see also page 64).

✓ **Provide heritage grants** that will include but also go beyond conservation of historic building fabric. To supplement existing grant programs, investment will be targeted and new funding will be rolled out to support property owners with other, often prohibitive, costs associated with heritage conservation (see pages 33 & 49).

✓ **Develop 'how to work with Ballarat's heritage' guides** for cultural events and the arts in the CBD (e.g. street art).

✓ **Update and expand the 1989 verandah study** (Andrew Ward & Associates) to include more areas of the city, façades and shopfronts (see Case Study 1, page 31).

✓ **Embed heritage conservation within core projects delivered by Council.**

We will also use the lessons learnt through this program for new urban renewal projects across other parts of Ballarat (see page 63).

CASE STUDY 1: Rediscovering Ballarat's historic streetscapes

Research is an important part of understanding our historic city, and a picture is worth a thousand words. We have created a digital image bank on the HUL Ballarat website to show us how the city has evolved over time. This database is gradually bringing together and mapping historic and contemporary imagery from existing local, state and national collections, as well as photographs contributed by members of the public to [Time Capsule Ballarat](#).

The database helps us visualise Ballarat's changing landscape and more readily draw on imagery in our work. It has already proved invaluable for reviewing the 1989 CBD verandah study, using historic imagery from several time periods to identify opportunities to reinstate verandahs, façades and shopfronts on historic commercial buildings.



Image: [Photo map](#) on HUL Ballarat.



Image: 'Sturt Street, Ballarat', c.1875-1938, J.H. Harvey collection, State Library of Victoria.

CASE STUDY 2: Reimagining Main Road – doing things differently

The section of Main Road between Little Bridge Street and Humffray Street South is being reimagined and revitalised with the introduction of new interpretive and streetscape works, to encourage more visitors and locals to the area. In 2016, the business and property owners along this strip invited the City of Ballarat to work with them to improve the area's amenity and increase visitor numbers. A plan is now in place to make this part of Main Road a greener, more vibrant and interesting place.

Using input from traders, this project prioritises heritage outcomes by telling the unique and fascinating stories of the precinct through interpretation and public art: from being part of the Wadawurrung people's food bowl, to an intercultural melting pot during the gold boom and stories about the many people and traders who have lived and worked in the street throughout its history.

This regeneration project has inspired some traders to investigate reinstating lost heritage building features leading to the conservation outreach program being piloted here (see page 30) to help them achieve their goals.



Image: 'Part of Main Road, 1859', chalk lithograph with tint, François Cogné, 1859, State Library of Victoria.

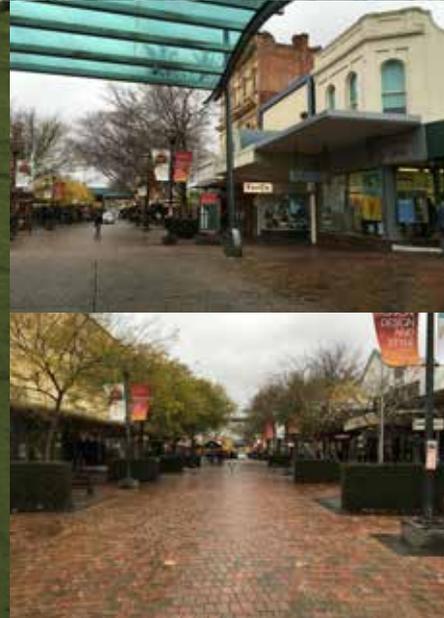


BRINGING BAKERY HILL TO LIFE

For many years now, the Bridge Mall in Bakery Hill has been highlighted by local people (and now the Ballarat City Council), as a place that needs reimagining and reconnecting with the rest of the city. Bridge Street was once a busy road with a cosmopolitan landscape; and now lies 'peaceful' and paved.²⁷ Many of its historic features and stories are still there but lay hidden.

The City of Ballarat will undertake regeneration projects to reconnect Bakery Hill and bring vibrancy back to this historic and once characterful entrance to the city.

Images: Bridge Mall, Bakery Hill, 2016.



²⁷ Borg, M (2017), Detailed Landscape Assessment.

1.2 Financial and Investment Packages

The City of Ballarat will deliver a range of financial and investment initiatives to underpin heritage regeneration projects across Ballarat. Central to this are three new financial programs and a revamp of the existing Ballarat Heritage Restoration Fund.

These initiatives are designed to address challenges that are impeding conservation of Ballarat's heritage places, such as: insufficient return on investment, unwillingness to pay for works, funding gaps and other difficulties and costs associated with conservation projects.

What will we do?

✓ **Join United Nations Global Compact – Cities Programme (UNGCCP)²⁸** to facilitate greater private sector investment in heritage and the historic environment.

✓ **Work in partnership with the Victorian Heritage Restoration Fund (VHRF)** to evolve the fund to provide increased funding through a new 'Main Street' style program targeting streetscape regeneration.

✓ **Provide a further \$100,000 through the Ballarat Heritage Restoration Fund (BHRF) in 2017-2018** for private, not-for-profit and commercial heritage property owners (see Case Study 3, page 34).

✓ **Deliver new City of Ballarat heritage grants** to provide up to \$20,000 per project for works not included in the BHRF, such as other costs associated with heritage conservation that are often prohibitive (e.g. scaffolding), as well as telling the stories of Ballarat's heritage places (i.e. interpretation) (see also page 49).

✓ **Secure grants for conserving and increasing accessibility of Ballarat's public heritage buildings**, starting with the Ballarat Town Hall's impressive dance hall, Her Majesty's Theatre and Ballarat Airport's World War II Air Force Hut.

²⁸ See page 5 for explanation of the UNGCCP.

CASE STUDY 3: Ballarat's Heritage Restoration Fund (BHRF)

Ballarat first introduced a heritage grants program in 2010 as part of the Preserving Ballarat's Heritage Strategy. The program has been very successful and, along with heritage restoration loans, has helped fund the regeneration of many of Ballarat's valued historic places which would otherwise not be able to source funding.

In 2014, the fund was doubled through a three-year partnership with the Victorian Heritage Restoration Fund (VHRF) through the National Trust of Australia (Victoria). In 2017, the program was extended to enable a further \$100,000 in heritage grants to be available in 2018.

The VHRF and its partners are now working to expand the program to increase funding and better target large-scale regeneration of historic streetscapes.



Image: The City of Ballarat's grant program has helped owners undertake large and small-scale conservation works, including reinstatement of this verandah at the former Jackson's Hotel, Lydiard Street, Ballarat.

1.3 Urban Forest

Although our city is recognised for its beautiful tree-lined streets and boulevards, like many other cities in Australia, Ballarat's development has also caused a loss of natural habitat and vegetation cover.

Today, Ballarat has tree canopy cover of 16-17%, which is largely a legacy of replanting following the mining boom. This planting has given Ballarat its unique green and leafy character and much of our city's skyline today includes larger, older trees.

By building on this legacy and increasing our tree canopy cover, we can achieve positive outcomes for our historic city in some remarkable ways. Increasing tree coverage will:

- Increase economic activity, health and wellbeing and social interaction, by providing outdoor shade and attractiveness
- Decrease the heat island effect, the costs and frequency of road repairs and even crime rates²⁹
- Offset the detrimental impacts of climate change
- Reconnect culture with place by reintroducing plant species that have meaning for Aboriginal communities.

What will we do?

✓ **Deliver 40% tree canopy cover** for Ballarat by 2040,³⁰ starting with the public realm and moving to private properties over time.

✓ **Introduce new and strengthen existing living corridors** across the municipality to provide habitat for wildlife and new travel and recreation pathways for people.

✓ **Empower Ballarat citizens to identify, protect and celebrate** Ballarat's exceptional trees through the Exceptional Trees Register (see Case Study 4, page 36).

✓ **Ensure new trees in public areas relate to the character and climate** of specific areas and are appropriate to specific places and streetscapes (i.e. if identified through community and stakeholder consultation that trees are not the best fit, agreed greenery in other forms will be used).

✓ **Increase diversity of tree species** over time for habitat provision, vibrancy, adaptability and to address climate change.

✓ **Continue to undertake revegetation using plant species indigenous to Ballarat.**

✓ **Embed natural heritage conservation within core projects delivered by Council.**

²⁹ Trees can attract more people to public places and well-cared for street trees signify a locality that is cared for. Uncared for places attract vandalism and other types of crime.

³⁰ City of Ballarat (2015) *Today, Tomorrow, Together: The Ballarat Strategy*.

CASE STUDY 4: Ballarat's exceptional trees

Ballarat has a long and proud history of tree planting and is renowned for its extensive and diverse tree population. As the city grows, increased infill developments and subdivisions may have implications for trees across the city. Trees on private properties and older, larger trees are particularly vulnerable to development and changes to land use.

Established in 2014, Ballarat's Exceptional Tree Register lists significant trees in the municipality. The register identifies and assists in the protection of these exceptional trees on private and public land.

Nominations can be submitted at any time.



Image: Exceptional Tree Register nomination form on the [City of Ballarat website](#).

1.4 Cultural events and recognition programs

For many years now, Ballarat has hosted major events, such as Ballarat Heritage Weekend, Begonia Festival, Ballarat Heritage Awards and most recently, White Night Ballarat. It is important that we continue to foster these and other community programs and events – they help locals and visitors celebrate Ballarat's diverse and significant heritage, bringing the city to life.

What will we do?

- ✓ Continue to grow the Ballarat Heritage Awards and advocate for a statewide heritage awards program with the National Trust of Australia (Victoria) and other partners.
- ✓ Grow Ballarat Heritage Weekend and other local festivals and events as sources of local celebration and tourism attraction.
- ✓ Continue to work with key stakeholders to attract and encourage new events – examples include Open House Ballarat, Biennale of Australian Art, White Night Ballarat and the Ballarat International Foto Biennale.



Image: Ballarat Heritage Weekend is held in May and attracts more than 15,000 people each year.

CASE STUDY 5: Ballarat Heritage Awards

The Ballarat Heritage Awards have been presented every year since 2010 and celebrate outstanding work by passionate locals to conserve the city's diverse heritage. The awards are a great way to say thank you to these individuals, celebrate their achievements and build support for heritage in the broader community.

Delivered in partnership with the National Trust of Australia (Victoria) Ballarat branch, these awards are now part of a larger program that includes many municipalities across Victoria.



Image: Ballarat Heritage Awards finalists 2013, Liz Crothers for City of Ballarat.

CASE STUDY 6: White Night Ballarat

The first-ever regional White Night was held in Ballarat in 2017. With extraordinary art installations, huge projections onto the historic CBD's façades and many local events, this creative festival attracted over 40,000 people in just one night to a city with a population of just over 100,000.



Image: The Art Gallery of Ballarat in preparation for White Night, March 2017.

1.5 World Heritage listing of the Central Victorian Goldfields

Ballarat is part of a regional partnership of 13 local government areas leading the social and economic regeneration of the Central Victorian Goldfields, by pursuing World Heritage listing of the region's significant heritage places. While this will take many years and there is no guarantee it will be successful, the process itself will deliver great benefits to the region and its heritage, regardless of the outcome.

Achieving World Heritage listing is a complex process that involves many steps, including assessing the 'best of the best' heritage places that demonstrate the goldfields' universal stories, from what is already covered in local, state and national heritage listings (such as the Eureka Historic Precinct). Achieving listing will not lock up parts of the goldfields – our heritage is a living resource and there is great benefit when heritage places continue to be relevant, well-utilised, valued and experienced.

World Heritage listing not only brings significant economic benefits like more visitors,³¹ it provides other benefits through partnerships, conservation, regeneration, civic pride, social networks and learning and education. Sites like those in the Cornwall and West Devon Mining Landscape and whole cities, such as Bath in England, benefit from the international profile, visitation and tourism and other opportunities that World Heritage listing can bring. Each step will build awareness of the region, enhance visitation and liveability, boost regeneration projects, share best practice and shed light on the goldfields' rich stories (see Appendix 2, page 87).

What will we do?

- ✓ The 13 local governments across the region will work together and with key stakeholders, local citizens and businesses to:
 - Build economic and tourism opportunities
 - Partner with universities and the State Government to research the region's most outstanding heritage places that best highlight the overall narrative and Outstanding Universal Value of the goldfields
 - Research and tell the stories of the goldfields by developing and applying an interpretation framework for the region.

³¹ A successful World Heritage listing nomination for the Central Goldfields could result in 6.2% added visitation to the region, based on recent economic modelling of a comparable Canadian World Heritage site. Using the results of this Canadian assessment, \$68.2 million per annum (based on 2012 prices) could potentially be added to the wider Central Goldfields regional economy because of added visitation due to the World Heritage listing. Even more conservative modelling based on recent direct research for the region and 2012 prices indicates that at least \$22 million would be added to the regional economy through a World Heritage listing. (Source: Hodges, S (2016), The benefits of World Heritage listing for the Central Goldfields & discussion from VGTE).



FOSTERING TRADITIONAL TRADE SKILLS

Traditional trades are needed for conserving heritage places and traditional knowledge. Without these skills, our heritage won't have a future.

The World Heritage listing bid will help facilitate new regional partnerships targeting positive social, economic and cultural outcomes across the region. Traditional trades are one such area that needs to be targeted.

The City of Ballarat, City of Greater Bendigo, Sovereign Hill and other regional stakeholders will work together to identify opportunities that will foster these rare skills, build employment opportunities for them in our region and link into the International Specialised Skills Institute Inc Heritage Skills Initiative - Promoting Yesterdays' Skills for Tomorrow, which is funded by the Ian Potter Foundation.



3.2 PRIORITY AREA 2: CELEBRATING AND INSPIRING WITH BALLARAT'S STORIES

AT A GLANCE...

Ballarat is a city gifted with the legacy of many different people, who have a vast and diverse range of stories to tell. Our local communities have told us repeatedly that there is a need to interpret these stories. Storytelling – also known as interpretation – is a valuable tool. Done well, it has the potential to pass on knowledge, enhance heritage experiences and inspire change in Ballarat's historic environment. It can also create employment and attract businesses and industries to Ballarat, continuing the city's tradition as a vibrant, thriving place for culture and creativity.

Priority Area 2 outlines objectives, measures and a plan of action to tell Ballarat's stories, through:

2.1 Ballarat digital knowledge base improving online tools that help bring together dispersed knowledge about Ballarat, provide interpretive content and design inspiration (see page 44).

2.2 Storytellers' Network and Toolkit delivering resources, economic partnerships and best practice tools for building the capacity of local people and businesses to do their own storytelling (see page 47).

2.3 Finance and incentives package of targeted heritage grants for storytelling, research into Aboriginal cultural heritage, as well as assessments and conservation for local historical collections (see page 49).

2.4 One-stop-shop heritage hub providing visitor pathways and support for collecting organisations, community interpretation space, as well as documenting and celebrating the City of Ballarat's historical collections (see page 51).

2.5 Revitalised cultural tourism package delivering experience-based offerings developed with key partners, drawing on Ballarat's underutilised stories, spaces and people to make the most of our heritage for locals and visitors (see page 53).

2.6 Creative heart enhancing partnerships with universities and cultural institutions to build local knowledge and Ballarat's reputation as an incubator for innovation, education and creative excellence (see page 55).



OBJECTIVES

Make interpretation (storytelling) *thrive* across our city.

Reconnect Ballarat with its stories and bring lesser-told historic and contemporary stories to light.

Use place-based stories as a tool to sustain Ballarat's identity and sense of place.

Deliver interpretation in ways that achieve social and economic benefits to local residents, businesses and industries.

Shape commercial and tourism offerings around Ballarat's unique stories.

Build *appreciation* for and enhance *experiences* of Ballarat's heritage.

How will we do it?

Most of Ballarat's interpretation has been delivered in an ad hoc manner to date. This has resulted in many of our city's stories being fragmented while others remain untold. There is also an increasing awareness that a range of people have a role in telling Ballarat's stories and the most engaging stories are those told by locals. This plan aims to make interpretation thrive across our city, with stories being told through active collaboration with local residents including tourism operators, cultural and creative industries, universities, businesses and collecting organisations. To guide this, the City of Ballarat will deliver the foundations for a richer array of stories to be told, and empower local people and businesses to become part of contributing to a more engaging Ballarat.

What will we do?

- ✓ **Enhance our city's capacity to benefit from drawing on the stories of Ballarat** and reinforce authentic storytelling.
- ✓ **Apply best practice with tools and resources** to guide how we bring Ballarat's stories to life.

- ✓ **Support the expansion, capturing and sharing of knowledge about Ballarat** to provide interpretive content and inspiration for how change can occur sustainably across the city.

- ✓ **Engage and collaborate with local communities, business owners and other stakeholders** to ensure inclusive ownership over storytelling.

- ✓ **Pilot and deliver CBD regeneration programs** and reimagining projects, arts and culture projects and interpretation product development, such as for Heritage Weekend, as well as community projects (see also Case Study 2, page 31 & Case Studies 5 & 6, page 38).

- ✓ **Deliver new funding and incentives** to encourage Ballarat's stories to be told, locally, innovatively and authentically.

How will we know if we're successful?

When we have:

- ✓ Increased access to and use of online knowledge-gathering tools.
- ✓ Facilitated interpretation opportunities that enhance people's experience of the stories of Ballarat.
- ✓ Made comprehensive knowledge available in publicly accessible and open data formats about what makes Ballarat unique.
- ✓ Actively engaged local communities in telling their own stories.
- ✓ Developed new social and economic opportunities from storytelling and collaborative partnerships.
- ✓ Increased visitor and local interaction with heritage.
- ✓ Facilitated more students in Ballarat's CBD to create innovative experiences of the city's heritage.

SPECIFIC PROGRAMS FOR ACTION

2.1 Ballarat digital knowledge base

Imagine if you could easily find stories about Ballarat at the touch of a button that revealed things about our city that you never knew existed. This is what we are aiming to achieve.

Having knowledge at our fingertips can easily lead to storytelling and engaging experiences through tourism, events, arts and culture and in businesses across Ballarat. It can provide inspiration for contemporary design and inform decision-making. Capturing the stories of our municipality can provide employment for researchers, interpreters and cultural institutions, as well as create new connections and opportunities for community organisations and cultural and creative industries.

To date, together with partners, we have created four new online public platforms that bring together dispersed information about Ballarat, including that contributed by the community, to form a digital knowledge base. This includes memories, maps, historic and contemporary images, links to other knowledge bases, local stories and much, much more.

The four online platforms are: HUL Ballarat, Visualising Ballarat,³² Time Capsule Ballarat³³ and Memory Atlas.³⁴ These tools are beginning to address the challenges around accessing and engaging with local knowledge in innovative ways and are helping us to tell Ballarat's stories authentically.

What will we do?

- ✓ **Improve the functionality, content, searchability and reach of online platforms** that make up Ballarat's digital knowledge base and promote them widely.
- ✓ **Encourage research and work with stakeholders to discover previously undocumented or little-known areas** to fill our knowledge gaps.
- ✓ **Work with key stakeholders to enable knowledge to be captured and shared across multiple online platforms that talk to each other** (e.g. Victorian Collections, wikis and other widely used online databases), so the information that makes up Ballarat's DNA can be easily accessed.
- ✓ **Continue to promote and provide knowledge as 'open data'** so it is available to download for free and works across a wide range of digital platforms, so that citizens, researchers, businesses and others can use it.
- ✓ **Help promote opportunities for employment** in the cultural knowledge economy (e.g. researchers, interpreters, etc).

Imagine experiencing a subterranean Ballarat! How might we discover our city's mythical underground stories?

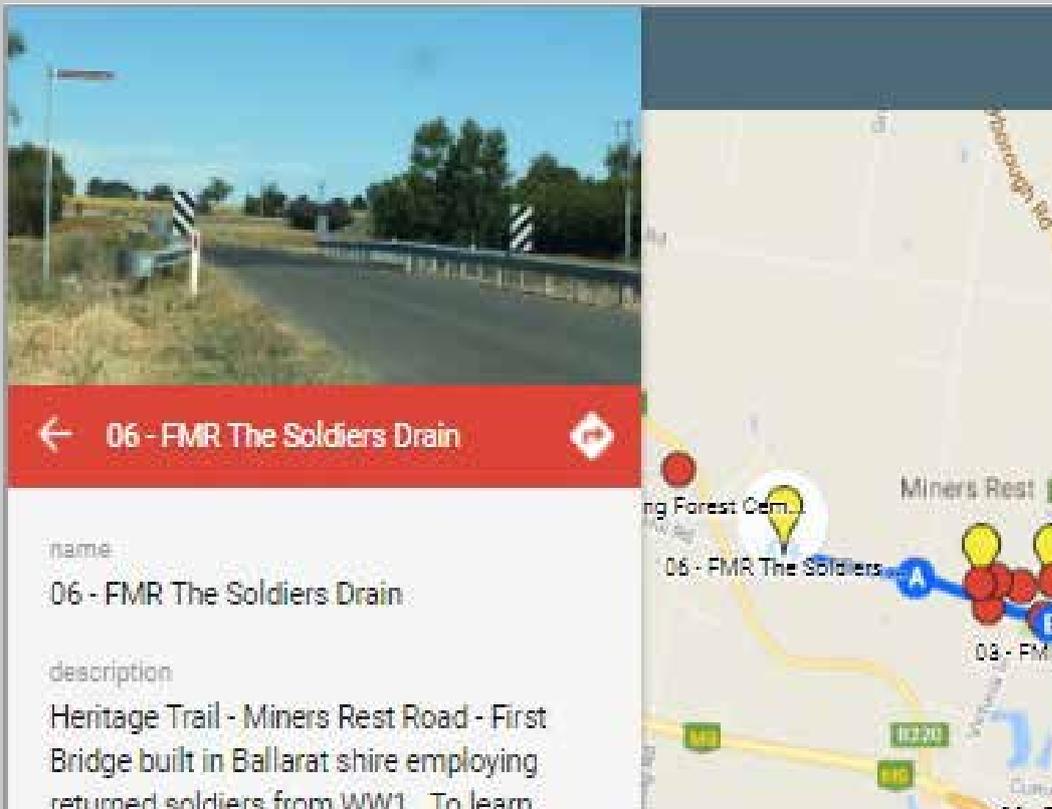
³² HUL Ballarat and Visualising Ballarat have been created through a research partnership between the City of Ballarat and Federation University Australia's Centre for eResearch and Innovation (CeRDI).

³³ Time Capsule Ballarat is the 2015 GovHack HUL approach competition winner created by Foresight Lane, Julian Laffey, S Morgan Creative, Sam Cooney and CRAH.

³⁴ Memory Atlas is a City of Ballarat initiative being delivered by local artist Mick Trembath in conjunction with local web developer Julian Laffey.

CASE STUDY 7: Miners Rest Memories on HUL Ballarat

Members of the Miners Rest community came together to capture and record local memories of long-term resident Mr Bill Loader that can be shared with new residents, locals and visitors alike. A heritage trail was produced: the physical trail starts at the Miners Rest Community Park with a sign at the barbecue shelter and continues at sites across the town; the trail is also captured digitally on [HUL Ballarat](#).



Images: Miners Rest Memories and digital heritage trail on the HUL Ballarat website.



FINDING NEW WAYS OF SEEING ABORIGINAL CULTURAL HERITAGE

One of Ballarat's major knowledge gaps is a more comprehensive understanding of Aboriginal peoples and culture across the municipality, recognising Aboriginal cultural heritage as more than just a series of isolated sites. Traditional Owners have told us they need documentation of how Aboriginal peoples utilised Ballarat as a place within a much broader region, as they moved across the landscape over several millennia, imbuing it with material evidence and intricate storylines.

A regional study could identify how our Wadawurrung and Dja Dja Wurrung Traditional Owners – as well as other Aboriginal and Torres Strait Islander people with connections to this place – lived within and beyond Ballarat, acknowledging that Aboriginal cultural and historical connections continue today. Such a study would give contemporary Aboriginal communities the opportunity to research, plan for and manage their heritage, as well as build broad appreciation for and strengthen Aboriginal storytelling.



2.2 Storytellers' Network and Digital Toolkit for local people and businesses

Many local businesses (particularly those in the cultural and creative or tourism-related industries), community organisations and residents benefit from our city's heritage. However, we can do more to help them and others tap into Ballarat's heritage and tell our stories. We need to deliver guidance and resources on how Ballarat's stories can be told innovatively and to a best practice standard, to enable creative responses that offer new ways of experiencing our heritage.

This program will deliver a range of initiatives to build Ballarat's storytelling capacity, by supporting local businesses, community organisations and residents that buy into the heritage identity of the city. It will provide inspiration for how these stakeholders might engage with and attract new audiences and customers by linking in with our city's heritage.

What will we do?

We will work with key stakeholders to:

- ✓ **Develop a storytelling Toolkit digital resource**, working with industry experts and user groups. The resource will feature how-to guides, provide pathways to access the city's stories, facilitate further research and information on how interpretation can generate income and other returns, as well as make storytelling fun.
- ✓ **Promote the use of innovative and inclusive interpretation mediums** as an alternative to traditional signage, to appeal to a more diverse range of visitors and locals.
- ✓ **Set up a Ballarat Storytellers' Network** through an online collaborative forum for residents, community groups, tourism operators, businesses and cultural and creative industries who are telling Ballarat's stories. This forum will enable people to link with each other and other key stakeholders (like the City of Ballarat) to make new connections, promote their work and share knowledge, experiences, skills and support.
- ✓ **Create distinctive branding for the Ballarat Storytellers' Network** to market local commercial entities, tourism operators, community organisations and cultural and creative industries as part of a unified economic partnership based in interpretation.

CASE STUDY 8: A new approach to storytelling – Lydiard Street North Heritage Trail

In 2017, the Ballarat North Neighbourhood House and City of Ballarat came together to develop a new heritage trail, exploring Lydiard Street North between Sturt and Macarthur Streets. The approach was different. It told the stories of people who lived and worked in the street, bringing the area to life. It also linked with local businesses to benefit local traders and strengthen their connection with local heritage. This was achieved by marking each location with distinct icons on the trail map, showing users where they could stop to eat, drink, shop or experience something new.

Soon after the brochure was released, some traders reported increased foot traffic from customers doing the trail. Many have also felt inspired to share their memories and experiences about people and places in Lydiard Street North with members of staff and other customers. The printed brochure is being distributed from the Visitor Information Centre, from each of the traders included in the trail and others in surrounding streets and demand for it has been high.

The project can also be found on the [HUL Ballarat](#) website. It is linked to the Time Capsule Ballarat digital platform where people can add their own story to grow the trail digitally via [#SoldiersHillStories](#). The Ballarat North Neighbourhood House is now working on more initiatives based around the area's stories, heritage and local businesses.

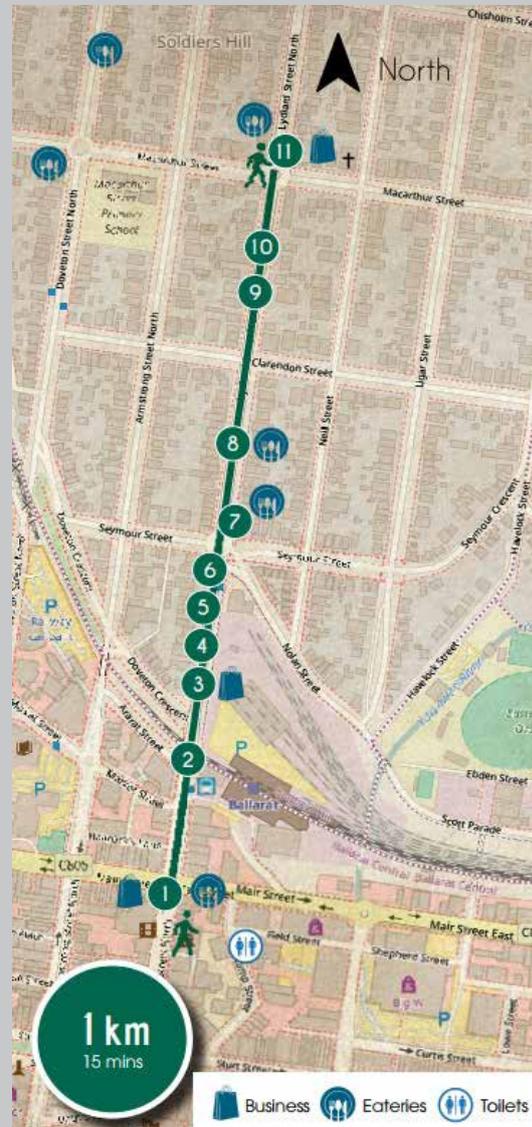


Image: Extract of Lydiard Street North Heritage Trail map, showing icons highlighting local businesses and cultural and creative industries.

2.3 Finance and incentives package

The City of Ballarat will deliver new funding and economic incentives to support community-driven storytelling in our city.

These initiatives support collaboration between key public and private stakeholders. They recognise the efforts of and empower our storytellers to do more and they provide incentives for businesses and others to engage with Ballarat's heritage identity.

What will we do?

✓ **Deliver a new City of Ballarat heritage grants program** providing targeted funding of up to \$20k per project in three key areas:

- **Interpretation** – capturing, sharing and celebrating the stories of Ballarat's people, places and collections
- **Research** (Aboriginal cultural heritage) – documenting local knowledge of Ballarat's Traditional Owners and Aboriginal peoples with a connection to Ballarat
- **Conservation** – caring for Ballarat's historical collections through assessments and conservation works.

Creative and cultural industries can thrive in historic environments by tapping into local stories and heritage. These industries can include...

Artists, advertising, antique stores, architecture, archives, art dealers, art galleries, book publishers, book stores, niche cafes, cinemas, dance companies, design services, film and video production, interactive and digital media, internet publishing and broadcasting, libraries, museums, music stores, music venues, newspapers and periodical publishers, other performing arts, photography, pottery and ceramics, printing, radio and television broadcasting, sound recording and theatre companies.

CASE STUDY 9: SongWays music mapping

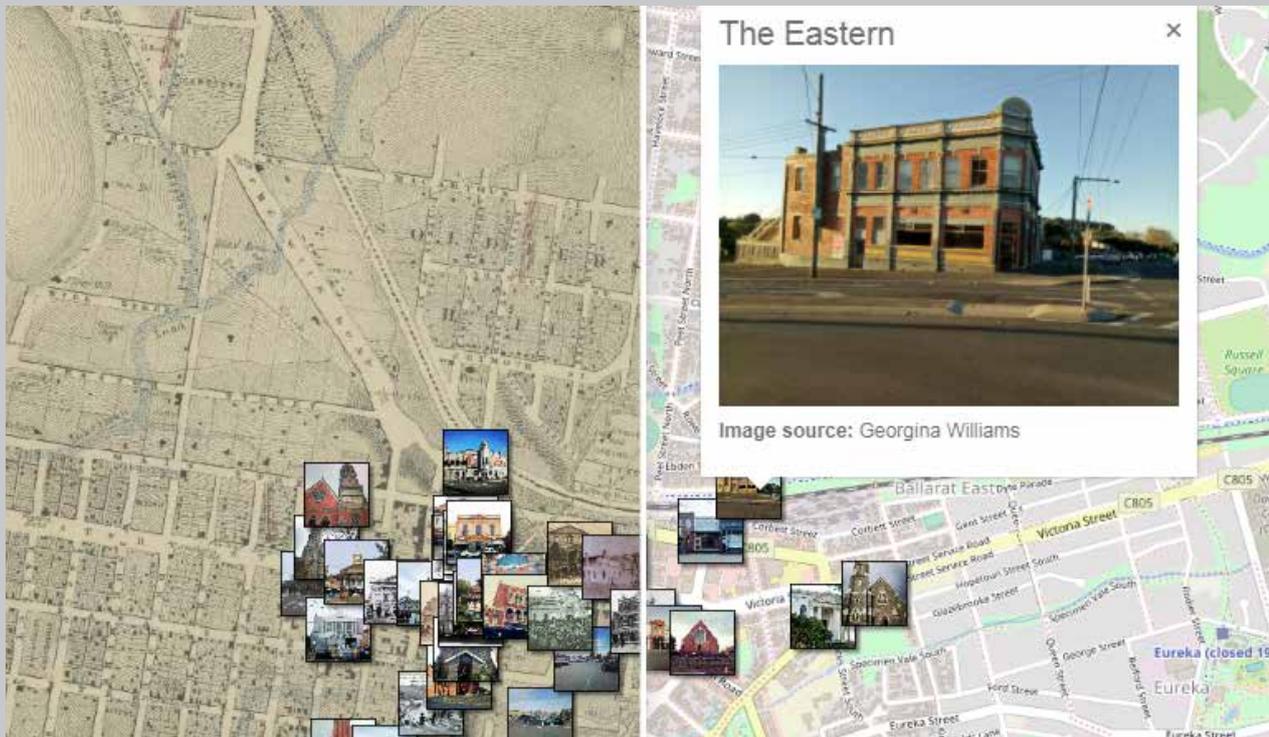
The City of Ballarat worked with our local community to capture, share and celebrate people's memories about music-making places and spaces across the city. The first stage was funded by Creative Victoria's Rockin' the Laneways grants program, which supports projects that highlight Victoria's celebrated popular music history, attract cultural tourism and encourage fans to discover more about Victoria's rich music heritage.

The centrepiece of the SongWays project is an interactive cultural map that uses technology to visualise Ballarat's vibrant musical heritage on the [HUL Ballarat website](#). This was created in partnership with the CeRDI team at Federation University Australia. The map invites people to explore a range of music-making sites across Ballarat, from the earliest Aboriginal gathering places and colonial and goldfields' venues, to public spaces, grand halls and more contemporary venues that are the foundation of Ballarat's reputation as a 'music city'.

The web portal then utilises film, imagery, words and sound to reconstruct a multi-sensory experience of these sites based on collective community memories.

Most importantly, SongWays can be continually added to, with local residents able to contribute their musical stories about the city to [Time Capsule Ballarat](#) using #SongWays. This project shows what rich stories can be revealed about a place when grant funding is made available to facilitate and encourage best practice, locally-driven interpretation.

Image: The [SongWays interactive map](#) on the HUL Ballarat website.



2.4 One-stop-shop heritage hub

The need for a one-stop-shop heritage hub for Ballarat has come up time and again. People have told us this hub should be both a digital and physical pathway for engaging with the stories of Ballarat and experiencing culture and heritage across the municipality. They have also said it should link with historical collection storage and access for research and public programs.

There are opportunities for delivery to occur through three key areas that recognise the importance of engaging with Ballarat's heritage meaningfully for locals and visitors:

1. Creating tourist and visitor information pathways for heritage and cultural experiences across the city, linking in with creative and cultural industries
2. Improving access to, exhibition of and synergy between Ballarat's dispersed historical collections
3. Creating space for the long-term storage of the City of Ballarat's significant historical collection.

The Victorian Central Goldfields' World Heritage bid also presents opportunities that such a hub could leverage.

What will we do?

- ✓ **Work with Visit Ballarat, Ballarat Library and key cultural institutions to identify opportunities for a one-stop-shop heritage hub through established destinations and information centres** – for example, providing pathways to different experiences digitally through 'choose your own experience' web platforms and apps.
- ✓ **Evolve the Australiana Room at Ballarat Library into broader heritage-based services** that encourage visual and digital storytelling, exhibitions and other forms of interpretation for locals and visitors.
- ✓ **Work with stakeholders regarding their aspirations for a physical visitor hub for heritage.**
- ✓ **Improve access to and capacity to interpret Ballarat's historical collections through focused initiatives, which:**
 - **Support the rejuvenation of Ballarat Collections Network** for managers of public and private collections within Ballarat to work collaboratively, share knowledge and advice and identify new opportunities to promote and access Ballarat's extensive historical collections.
 - **Bring together Ballarat's dispersed collection data dynamically** using online, searchable tools, which centralise open data catalogues from across Australia (e.g. Victorian Collections and Trove).
 - **Provide incentives for historic collections' significance and preservation assessments and conservation** through a new City of Ballarat heritage grants program (see page 49).
 - **Continue to care for and celebrate the City of Ballarat's historical collection**, by working towards delivering an online catalogue (on Victorian Collections), undertaking significance and preservation needs assessments (starting with the Town Hall and Australiana collections), developing innovative and collaborative public programs and identifying solutions for long-term storage and access.

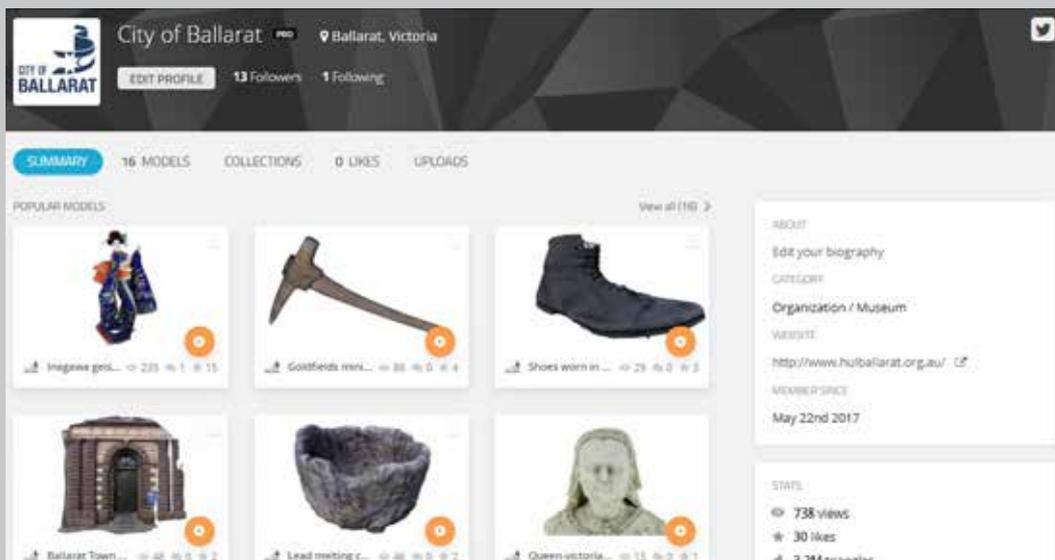
CASE STUDY 10: Digital collections project

Technology is providing opportunities to tell the stories of the City of Ballarat's historic collection by engaging with it in new and exciting ways. Built up since the 1850s, the collection consists of written records, ledgers, framed photographs and artworks, maps, ephemera and more that document Council operations and important moments in Ballarat's history over the last 160 years.

The collection is mostly stored in the upper rooms of the Town Hall, which are not publicly accessible, and so opening up the collection using technology on the HUL Ballarat platform means that people can now interact with it.

3D scans of several items from the collection have been created, which can be viewed and manipulated from all angles using gaming technology. These have been published on the [City's Sketchfab platform](#) in an open-source format for anyone to download and use. Alongside the 3D scans, the City of Ballarat has also commissioned short film clips on groups of items from the collection to explore intriguing stories that previously had been locked away.

This project has resulted in numerous research enquiries from members of the public, media interest and thousands of combined views of the short films and 3D objects.



Images: Collection film clips and 3D scans on the [HUL Ballarat website](#) and the [City of Ballarat's Sketchfab platform](#).

2.5 Revitalised cultural tourism package

Ballarat is a place enlivened by a rich heritage, contemporary economy and cultural life that is the main tourism drawcard for the region. However, we can do even more to ensure our cultural tourism industry remains vibrant by strengthening links, opportunities and experiences with our city's heritage.

What will we do?

✓ **Work with key partners to encourage customised, experience-based tourism packages** that strengthen economic and cultural partnerships across Ballarat.

✓ **Prioritise interpretation of lesser-told stories across the municipality**, to offer new pathways for experiencing our heritage and bring untold stories to light, including those about Ballarat's Aboriginal peoples, landforms, women, recent migrants, industrial places, the subterranean city (archaeology and geomorphology) and more (see also pages 44 & 49).

✓ **Work with stakeholders to explore staging new tourism transport resources that better link cultural institutions in engaging ways** – imagine riding to Sovereign Hill in a horse-drawn tram!

✓ **Deliver a major events strategy and encourage events and other experiences that make the most of Ballarat's historic and/or underused spaces in innovative ways**, to support new and rekindled connections with places throughout the city, empower cultural and creative industries and prevent our historic buildings from falling into disuse.

✓ **Work with regional local governments and key stakeholders to:**

- **Build tourism offerings and experiences**, extend city and regional visitation and spend, attract high-end cultural tourism to Ballarat and the goldfields region and support the Central Victorian Goldfields' World Heritage listing bid.
- **Extend and align Ballarat's storytelling framework** to ensure that the broader goldfields region is an added level of storytelling for Ballarat, linked into a strategic interpretation framework for the goldfields (see also page 39).

✓ **Work with Visit Ballarat and key stakeholders on an Ambassadors/Volunteers program** to identify individuals who can champion heritage stories and promote the city's creative and cultural experiences for a multitude of places, businesses, themes and events across the municipality.

Image: Part of Sovereign Hill's success are its unique experiences that allow visitors to engage in what life was like on the goldfields, Tony Evans Photography for Visit Ballarat.



CASE STUDY 11: Cultural institutions and the HUL – Ballarat Mechanics' Institute

Research is currently underway into how historic buildings and collections can be creatively activated to create greater connection and relevance in local communities and to attract new audiences.

Federation University Australia PhD student Amy Tsilemanis is applying the HUL model to her research, exploring the value of inter-disciplinary collaboration and creative storytelling. Amy is working with the Ballarat Mechanics' Institute in a curatorial role, generating applied research through engaging public programs that bring new audiences and experiences to the historic place and collection, as an important part of Ballarat's cultural network.

Through working with the Institute's recently acquired Max Harris Photography collection, the project explores different perspectives on and possibilities for the city, across the use of various art forms and activation models. These have included involvement with White Night Ballarat, Ballarat Heritage Month and the Ballarat International Foto Biennale.



Image: Beers through the Years event for Heritage Month, May 2017, photo courtesy of Ballarat Mechanics' Institute.

Follow their progress via @amytinderbox and @bmiballarat

CASE STUDY 12: Immersive Sovereign Hill – an Australian success story

Sovereign Hill is an extraordinary, internationally acclaimed, not-for-profit open-air museum where visitors experience the intangible past: the sights, sounds, smells, taste and touch of the early Victorian goldrush.

As one of the largest tourism attractions in the state, people come from all over the country and around the world to immerse themselves in Ballarat's gold story and heritage. There just isn't another place of comparable scale or success in the southern hemisphere. Sovereign Hill is fundamental to telling stories about the gold rushes and their impact on Ballarat's development.

The Sovereign Hill Museums Association also manages Gold Museum Ballarat. This significant resource holds local collections including historic material from the City of Ballarat and Ballarat Historical Society and provides engaging public programs showcasing the community's cultural stories, such as the recent Awakening the Dragon Chinese exhibition.



Image: Winter Wonderlights at Sovereign Hill, Tony Evans Photography for Visit Ballarat.

2.6 Creative heart

Ballarat has always had a creative heart. Our historic CBD has been a democratic and community-based teaching space for innovation and the arts since the city was established, and this has spread to other parts of the municipality. It has operated across key cultural and educational institutions such as the Art Gallery of Ballarat, Ballarat School of Mines, Her Majesty's Theatre and the region's Mechanics' Institutes, to name just a few.

Ballarat's capacity to foster creativity and to educate and engage through the arts is built into its design. Ballarat is uniquely positioned to strengthen the role of its historic CBD as a creative learning space, by encouraging more students and connections with cultural institutions. Doing this will enrich Ballarat's historic environment and build new types of engagement with and for our city.

What will we do?

- ✓ **Develop and deliver Ballarat's Creative City Strategy** to put Ballarat top of mind as regional Australia's leading creative city.
- ✓ **Develop the CBD as an arts and culture centre equal to any city in Australia with a performing, creative and visual arts focus.**
- ✓ **Continue discussions with Federation University Australia on the potential for the expansion of facilities within the CBD.**
- ✓ **Investigate options for expanded programs and cultural or recreational activity**, such as increasing participation for community members and attracting keynote artists and projects to Ballarat (national and international) and encouraging ambitious new creative works of scale, which intersect with heritage, stories and notions of artful engagement with place.
- ✓ **Encourage Federation University, Ballarat Library and the city's cultural institutions to contribute to rebuilding Ballarat's CBD as a creative learning space.**
- ✓ **Encourage higher degree research that measures and strengthens the impact of arts and 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.

Some actions adapted from CBD Strategy (2017 review).

CASE STUDY 13: Living heritage

Since 2001, Federation University Australia's Ballarat Arts Academy has trained hundreds of emerging performing and visual artists at its purpose-built campus in Camp Street in Ballarat's CBD. This academy is Australia's preeminent regional creative arts school.

In 2015, 36 acting and visual communication students from the academy researched, created and performed Living Heritage, Trades and Traditions, helping them to consider how the next generation of artists can apply their emerging creative skills to activate the rich architectural heritage and historical past of Ballarat.

Based on collaboration, education and innovation, this interdisciplinary and community-focused project entertained audiences during Ballarat's Heritage Weekend events. The street and space performances and activation were transformative for students and the community, deepening appreciation and value of Ballarat's significant heritage in a highly innovative and imaginative way.



Image: 'Living Heritage: Trades and Traditions' (2014), Federation University Australia Arts Academy student performance, photo by Amy Tsilemanis.

3.3 PRIORITY AREA 3: MANAGING CHANGE AND SAFEGUARDING HERITAGE

AT A GLANCE...

Ballarat is one of the fastest growing municipalities in Victoria. Large-scale and higher density development is appearing in our city and a larger population will require more services and infrastructure. There is a lot we can do to better inform development decisions that will safeguard Ballarat's heritage and identity. To achieve this, our planning tools and practices are evolving.

Priority Area 3 outlines objectives, measures and a plan of action to strengthen Ballarat's regulatory framework, through:

3.1 Aboriginal cultural heritage planning that aims to achieve best practice within the City of Ballarat (see page 60).

3.2 Local plans for local communities safeguarding the distinctiveness of local areas, provide clarity for developers about desired approaches to change, and address heritage protection gaps (see page 61).

3.3 Urban renewal projects to help manage transformational change in local areas in a planned way and match community aspirations with alternative uses and futures (see page 63).

3.4 Planning Scheme Review ensuring the Ballarat Planning Scheme progresses current policy objectives (such as The Ballarat Strategy) and the community's vision to safeguard heritage (see page 64).

3.5 CBD planning package providing a clearer development framework to facilitate better outcomes in Ballarat's historic urban core (see page 65).

3.6 Digital decision-making and engagement tools (e.g. 3D) that assist planners and engage with owners, developers and local residents (see page 67).



OBJECTIVES

Ensure Ballarat is an adaptable, culturally vibrant, sustainable and appealing place that makes the most of our city's highly valued heritage.

Ensure heritage is recognised as a key point of difference for Ballarat and is a priority in planning and decision-making and promoted through values-driven planning.

Provide support, guidance and inspiration to developers, designers, property owners, tenants and businesses, recognising the significant role they play in conserving Ballarat's distinctive identity and its future.

Avoid the types of gentrification that treat heritage merely as a product to be bought and sold, leading to monoculture and devitalisation of areas and increased pressure on heritage places.

Ensure local citizens are at the centre of planning for change.

Make decision-making more robust, participatory and localised.

Apply new processes and broaden our use of regulatory tools for better heritage outcomes.

How will we do it?

We propose actions to address specific land use and development issues for Ballarat's heritage and local communities, as well as actions that will improve how the Planning Scheme and our statutory planning processes operate. To do this, we have developed and will continue to evolve new methodologies using the HUL approach. These methods put local citizens and local places at the centre of our planning processes.

What will we do?

- ✓ **Build the City of Ballarat's expertise and resources in Aboriginal cultural heritage planning.**
- ✓ **Deliver local area and township plans for local communities** that address heritage protection gaps based on an evolving HUL methodology and Ballarat-focused tools.
- ✓ **Undertake urban renewal projects.**

✓ **Develop interface guidelines to guide future development along the Ballarat Avenue of Honour and safeguard this significant memorial avenue.**

✓ **Provide emergency management³⁵ by:**

- Undertaking works to reduce fire hazards on identified heritage sites where appropriate, such as the Ballarat Avenue of Honour³⁶ through the Victorian Fire Risk Register – Bushfire process.
- Contributing to the distribution and promotion of local flood guides for Ballarat East, Miners Rest and the CBD.
- Providing opportunities for assessment of heritage sites following emergency events in appropriate instances.

✓ **Deliver a CBD planning package.**

✓ **Implement a review of the Ballarat Planning Scheme** to deliver better and more consistent outcomes.

✓ **Digital decision-making and engagement tools** (e.g. 3D).

✓ **Develop case studies of environmentally sustainable design in Ballarat's heritage areas** to test the planning system and controls, and demonstrate the possibilities for increasing the sustainability of our heritage city.

✓ **Develop HUL methodology toolkits** to share with other local governments.

How will we know we're successful?

We will have:

- ✓ Heritage protection strengthened in the Ballarat Planning Scheme.
- ✓ Strategic policies that reflect community values and aspirations (i.e. implement HUL) embedded in Ballarat's regulatory framework.
- ✓ All stakeholders engaged during strategic planning processes.
- ✓ Digital decision-making and engagement tools in place to support implementation of the regulatory framework.

³⁵ The City of Ballarat's role in emergency management includes prevention and mitigation activities to reduce the risk or minimize the effects of emergencies that may occur in the area and coordinating relief and recovery arrangements at a local level during and after an emergency event. Key stakeholders include emergency services and the local community.

³⁶ The Ballarat Avenue of Honour is a strategic fire break.

SPECIFIC PROGRAMS FOR ACTION

3.1 Aboriginal cultural heritage planning

Ballarat is part of the traditional lands of the Wadawurrung and Dja Dja Wurrung peoples and their heritage is critically important to Ballarat.

This heritage forms part of the identity of Traditional Owners and is critical for connecting with Country, culture and story. Aboriginal cultural heritage is regulated through the *Aboriginal Heritage Act 2006* and 2016 amendment, however there is a lot the City of Ballarat can do, working with Traditional Owner groups and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat, to meet and move beyond these regulatory processes.

What will we do?

✓ **Support Wadawurrung, Dja Dja Wurrung and contemporary Aboriginal and Torres Strait Islander peoples with connections to Ballarat to research and document their heritage** (e.g. oral stories) (see also page 49).

✓ **Discuss opportunities for voluntary Aboriginal Cultural Heritage Land Management Plans** with the City of Ballarat's Registered Aboriginal Parties, the Wadawurrung and Dja Dja Wurrung, for incorporating Aboriginal cultural heritage values into Council's land management protocols into the future.

✓ **Investigate the creation of an Aboriginal Cultural Liaison Officer role within Council.**

✓ **Establish access and training for relevant City of Ballarat staff on the Aboriginal cultural heritage inventory and GIS data** to support the identification and management of Aboriginal cultural heritage in Ballarat.

✓ **Identify and make available any records and resources that Council may hold with information that could inform stories and histories for Wadawurrung, Dja Dja Wurrung and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat.** For example, historic maps that may show indigenous plantings and features to help reconstruct the pre-goldrush landscape and rates records that may help identify the homes where Aboriginal and Torres Strait Islander peoples lived in Ballarat. This will occur through digitisation programs and a transfer of historical material to the Public Record Office of Victoria's archive centre in Ballarat, where they will be more readily accessible for research.

✓ **Engage local Aboriginal people in strategic land use planning, infrastructure planning and community development through an Engagement Plan**, to encourage Aboriginal people to participate in and incorporate local traditional knowledge into Council's processes.³⁷

✓ **Establish best practice through training, streamlining processes and creating tools for dealing with Aboriginal cultural heritage, together with Traditional Owners**, in relevant areas at the City of Ballarat such as planning, enforcement, emergency management, compliance and others.

Did you know our city potentially contains one of largest and oldest archaeological Aboriginal cultural heritage sites in Victoria?

37 For Traditional Owners, Dja Dja Wurrung and Wadawurrung, this would include development in greenfield areas, whilst other areas would include the Traditional Owners as well as other Aboriginal and Torres Strait Islander peoples with connections to Ballarat.

3.2 Local plans for local communities

Since the adoption of The Ballarat Strategy in 2015, the City of Ballarat has been delivering a new phase of integrated local area planning. Working in collaboration with local citizens, this approach seeks to understand and clarify the values of local areas and recognises that a one-size-fits-all approach to land use planning does not always achieve what it needs to. Each suburb, township and community of Ballarat is unique and different – made up of many layers of change over time to become what it is today.

The implementation of HUL³⁸ principles at a local level has the potential to diffuse the combative climate between development and heritage preservation in a proactive way,³⁹ address local challenges and provide surety for residents and people investing in local areas.

Local area and township plans are underway in Learmonth, Cardigan Village, East Ballarat, Burrumbeet, Miners Rest and Brown Hill. We have learnt a lot about what can work and what processes we still need to improve. We will continue to develop and refine how HUL is applied to all our land use projects as this program continues and work to make sure local aspirations are incorporated into our regulatory framework (i.e. the Ballarat Planning Scheme).

What will we do?

- ✓ **Implement a program of local area and township planning across Ballarat in partnership with local communities**, with Brown Hill starting in 2017 and others to follow (such as Buninyong).
- ✓ **Refine our local area planning methodology** to ensure that participatory strategic planning is undertaken in collaboration with local citizens, is values-driven, addresses the things that make heritage (and other values about local areas) vulnerable and can be achieved through a comprehensive action plan.
- ✓ **Study heritage protection gaps and deliver relevant new controls through local area planning amendments**, addressing heritage sites, places and features without statutory protection, as well as other places with protection but are missing information. Through the local area planning process, new heritage studies will be undertaken across the municipality, and controls put in place for sites assessed as culturally significant and requiring protection.
- ✓ **Develop local area toolkits**, such as checklists for people wanting to develop in each of the areas.
- ✓ **Celebrate and share the benefits of using the HUL's more inclusive and integrated methodology, by producing accessible data about each of the local areas in our digital knowledge bases** ([Visualising Ballarat](#) and [HUL Ballarat](#)) and during any review of planning controls.
- ✓ **Use the lessons learnt through local area planning processes** to inform greenfield planning in ways that consider common local community values and best practice planning outcomes.
- ✓ **Deliver targeted urban renewal projects** for specific sites (see page 63).

³⁸ See summary paper Understanding the HUL approach in *Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030*.

³⁹ Text adapted from City of Ballarat (2015) *Today, Tomorrow, Together: The Ballarat Strategy*.

CASE STUDY 14: Imagining Ballarat East

Imagine Ballarat East is a new City of Ballarat project developed in response to community concerns. A vision for Ballarat East's sustainable future is being developed in collaboration with the local community and other stakeholders. The project is developing new controls for inclusion in the Ballarat Planning Scheme and other required actions. It includes a community map highlighting the things locals told us they love and want to retain about Ballarat East, as well as what they imagine for its future - which includes making sure their area's historic, cultural and natural heritage and distinctive character is safeguarded and enhanced.

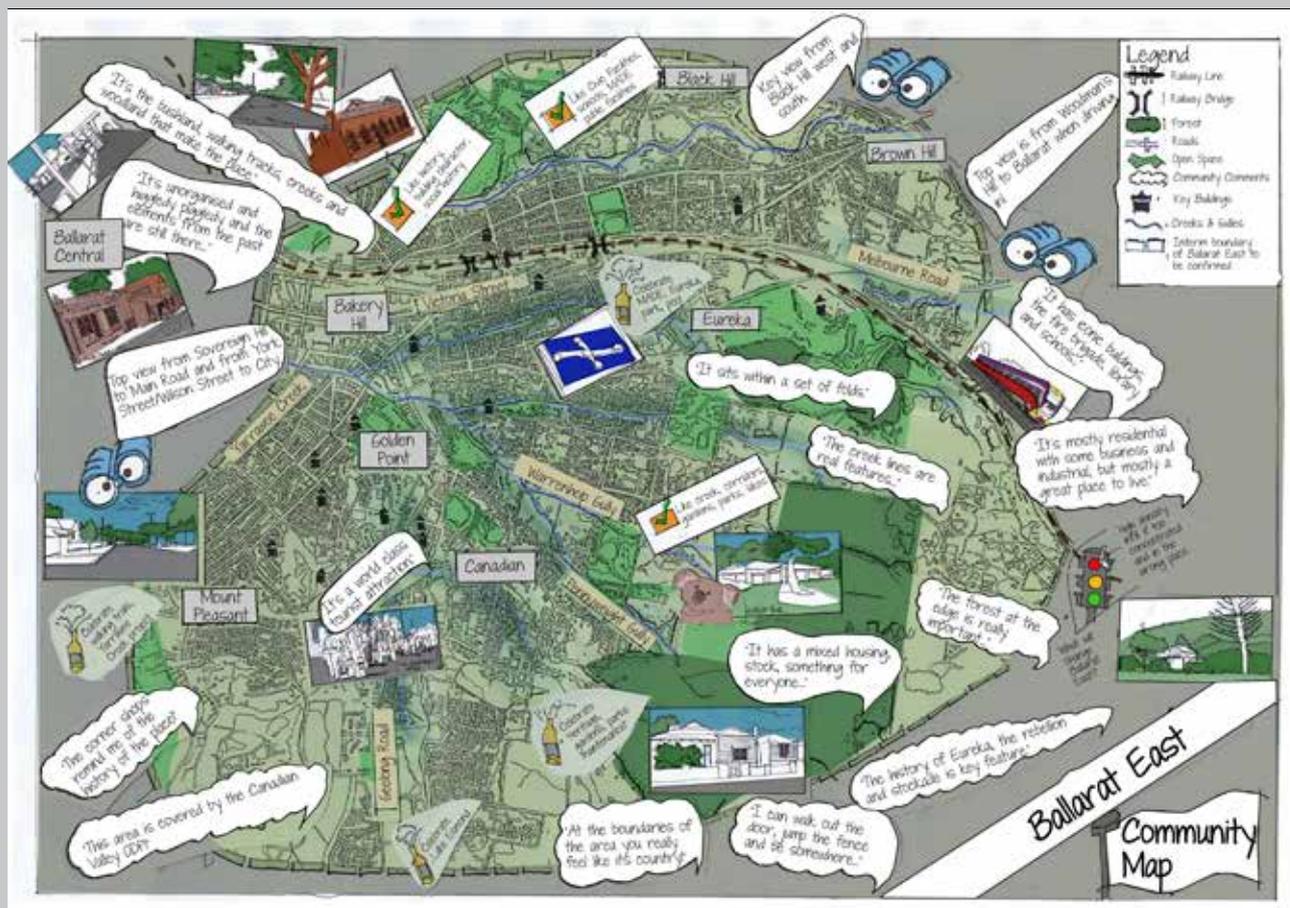


Image: Ballarat East community map, 2016, Mark R. Bartsch, Planning Australia Consultants, for City of Ballarat.

3.3 Urban renewal projects

Urban renewal projects help manage transformational change in a planned way. As Ballarat grows, they can add value to the community by making the most of specific sites within local areas as part of a strategic vision for the entire city, such as by providing new jobs, improving amenity and identifying transport needs. They can also match community aspirations with alternative uses and futures and build on the Local Area Plans in a more targeted way.

For example, some areas have suffered economic decline impacting the area’s identity, use and presentation, while others do not function well because of inappropriate development. Urban renewal involves identifying and targeting key issues and opportunities in each area and delivering land use planning, community development and economic development solutions to sustain the things citizens love about their local area and help places thrive into the future.

What will we do?

- ✓ Deliver a targeted program of urban renewal projects that enhance and address vulnerability of Ballarat’s heritage at specific sites, as identified in The Ballarat Strategy and Local Area Plans (see page 61), to actively transform places to:
 - Improve how local areas function and their presentation
 - Enhance valued local place identity and diverse cultural meanings
 - Facilitate appropriate adaptive reuse of heritage places
 - Increase social and economic vibrancy and liveability.



Image: A decline in use of places because of changing social and economic factors can lead to a decline in historic streetscapes and buildings. Image taken from 'The Peel Street Story' on [YouTube](#).

3.4 Planning Scheme Review

The planning system includes two basic processes relevant to managing Ballarat's heritage: Strategic Planning develops policy and planning regulations (the Planning Scheme) while Statutory Planning applies the existing regulatory framework. Good statutory planning outcomes are dependent on good strategic policies that reflect community values and aspirations, as well as best practice processes that engage all stakeholders.

Ballarat's Planning Scheme has changed and developed over time, which presents challenges. For example, heritage protection in Ballarat has been put in place progressively since 1978 and demonstrates evolving heritage practice, which has resulted in inconsistent outcomes over time. Council is required to regularly review its Planning Scheme, and this must include a review of heritage policy to ensure it progresses current strategic policy objectives, including The Ballarat Strategy and the local community's vision.

What will we do?

✓ **Step 1: Undertake a review of the Ballarat Planning Scheme:**

- Review and confirm major planning issues, review the strategic policy context and objectives, audit and assess the strategic performance of the scheme, establish a program of strategic work, monitoring and review.
- Engage with stakeholders and community and input findings of heritage assessments, gaps studies and conservation outreach program (see page 30) into the review process.

✓ **Step 2: Identify and carry out a works program to:**

- Develop and implement a priority strategic planning project program to improve controls, identify opportunities that can sustain Ballarat's heritage (e.g. diversify use of historic buildings) and develop locally relevant assessment tools relating to natural, historic and cultural heritage.
- Actively participate in the State Government's Smart Planning Program to transition to a more efficient and accessible digital planning system platform.

✓ **Step 3: Evaluate effectiveness of policies and strategies** every two years, to test outcomes through review mechanisms in this plan and a four-yearly Planning Scheme review (see also pages 18-20 & 72).

3.5 CBD planning package

As our city grows, more people, organisations, businesses and new types of development will centre around our historic core. There is a lot we can do to help development add value to our CBD, while safeguarding our city’s heritage, the things that people love and the things we rely on for our tourism, cultural and creative sectors. To maximise the potential of the CBD as a thriving and vibrant centre, we need to understand what opportunities the future could hold and how we can support development to make a positive contribution.

What will we do?

- ✓ **Future-proof heritage by developing an adaptive reuse framework and support mechanisms** for owners, architects and developers of heritage properties in the CBD.
- ✓ **Undertake historic landscape and skyline appraisals and infill scenarios in the Ballarat CBD** to inform policies and future development.
- ✓ **Provide greater clarity and certainty regarding the style and diversity of infill in the CBD and take steps to provide support mechanisms** for architects and developers.
- ✓ **Test Ballarat Advertising Sign Guidelines for relevance to new types of signs** (e.g. digital).
- ✓ **Prepare for the integrated transport systems and infrastructure of the future.**⁴⁰
- ✓ **Develop digital tools** to assist planners and engage with owners, developers and local citizens (see page 67).

We will also adapt lessons learned through this program in other areas of Ballarat (see page 61).

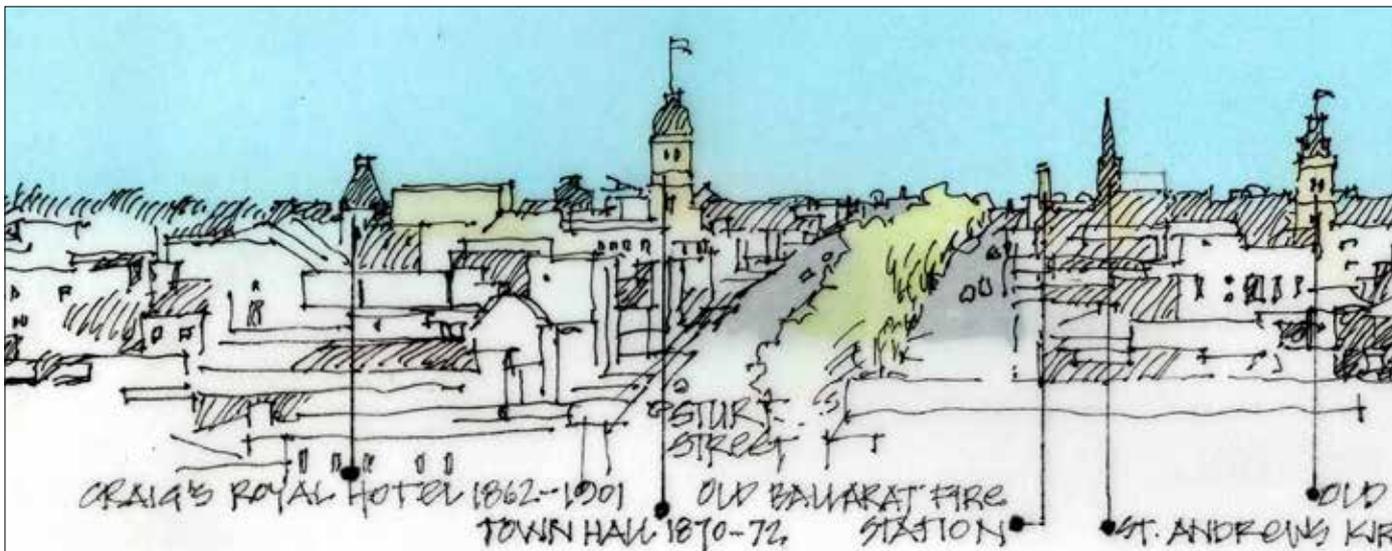


Image: Illustration of Ballarat’s distinctive skyline as seen on approach from Victoria Street/Bakery Hill, Geoff Falk for City of Ballarat.

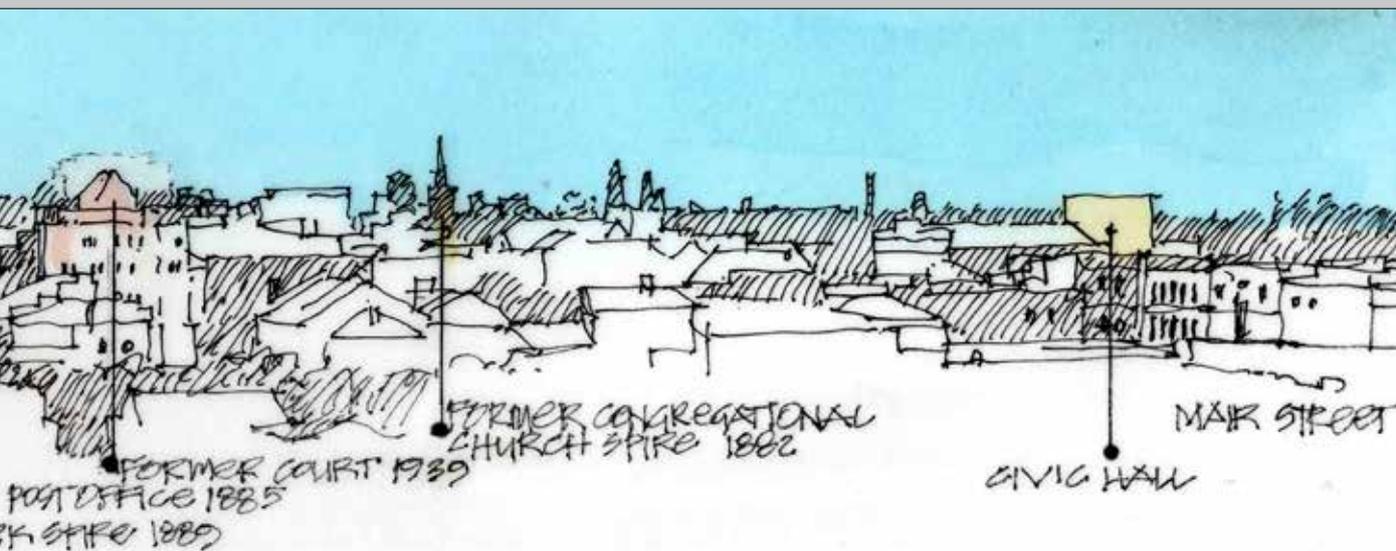
⁴⁰ For example, understanding how the city can be integrated into future technological change can help us think of possibilities to strengthen the historic environment, such as alternatives to big transport which can deteriorate historic environments or new types of tourism opportunities that come with a less car dependent future.

CASE STUDY 15: How we can find inspiration in Ballarat's unique skyline

The skyline of Ballarat's CBD with its iconic Victorian towers and spires is intrinsic to the city and is appreciated by many. However, it is not just these iconic locations alone, but also the areas around them that are so appealing and integral to our heritage. Roof forms, trees, building profiles, as well as masses and shapes, can all contribute to this character and they can just as easily detract from it. So, we need to understand how the skyline is articulated – what its constituent parts are and how they work as an ensemble – and, most importantly, how we will manage infill development in ways that take inspiration from and add value to our city's distinctive skyline into the future.



Image: Drone photography of Lydiard Street looking south from above Ballarat Railway Station.



3.6 Digital decision making and engagement tools (e.g. 3D)

Using innovative digital tools can help the City of Ballarat, developers and residents make better decisions about how change occurs in our historic city. 3D tools, for example, can provide a 'real world' view of change before it happens.

Knowledge is powerful. However, if we do not have enough of the right knowledge nor the tools to help us understand it – we are at a disadvantage. Having the best possible technical support for making decisions is critical.

Digital tools open up a whole new world of possibilities!

What will we do?

- ✓ **Bring digital tools into the planning processes** with 3D modelling to help when assessing complex sites and sensitive developments.
- ✓ **Develop scenario case studies** to test the impact and potential of technology as a primary tool for decision-making, negotiation and community engagement.
- ✓ **Develop measurements** to help us select and visualise the appropriate data that can make a positive difference to on-the-ground outcomes for heritage.
- ✓ **Build an integrated data platform** by using appropriate digital technologies that can help us activate the city and integrate our online community engagement tools.⁴¹
- ✓ **Continue to capture data and place on open data platforms** to make it publicly accessible and progressively make appropriate key data sets residing with Council open and available to the public.⁴²
- ✓ **Continue to partner with researchers and industry experts to develop technology** that delivers the dynamic and inter-disciplinary understandings required for our historic city per the HUL approach.

⁴¹ City of Ballarat (2016) *Digital Services Strategy 2016-2020*.

⁴² Ibid.

CASE STUDY 16: The '3D' advantage



(Above) Wyndham City Council in Victoria is the first Australian local government to develop a 'holographic city'. This tool mixes virtual and real worlds to look into the future of their town centre. It gives community members and stakeholders the opportunity to experience new developments proposed for the city through a real world view of change.

Image: Wyndham City Council website.



(Above) The City of Ballarat sits on the Advisory Board of the UNESCO Chair in Cultural Heritage & Visualisation at Curtin University of Technology. This research program focuses on the use of 3D models and tools for cultural heritage management and capacity building. It links with Curtin's experience in immersive 3D technology (shown above). Lead researchers come to Ballarat to share innovations.

Image: Curtin University website.

CASE STUDY 16 (continued): The '3D' advantage

(Below) The City of Ballarat has been supporting 3D research using the HUL approach in partnership with the Centre for eResearch in Digital Innovation (CeRDI) at Federation University Australia. Visualising Ballarat has been developed as a publicly accessible mapping platform bringing together the DNA of Ballarat in spatial environments. It aims to lead to better decisions, engage with our community and provide an open data platform to people working in and with our historic city.

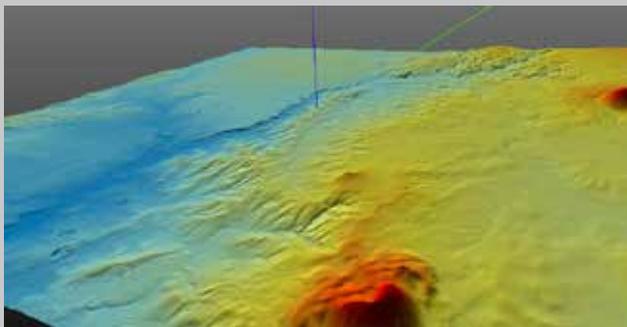


Image: Rendered 3D LIDAR data⁴³ on HUL Ballarat. Mount Buninyong is shown in red in the foreground.



Image: 2D data is also available on Visualising Ballarat. This map shows the Registered Aboriginal Party areas and areas of Aboriginal cultural sensitivity.

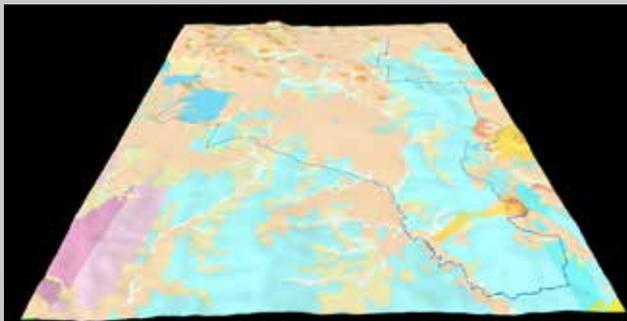


Image: Ballarat's bioregions layered over 3D LIDAR data.

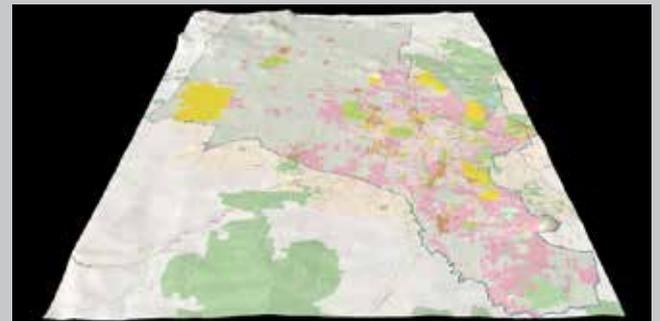


Image: Ballarat's land use layered over 3D LIDAR data.

Find out more on [Visualising Ballarat](#)

⁴³ LIDAR means Light Detection and Ranging. It is 'a remote sensing technology that measures distance by illuminating a target with a laser and analysing the reflected light. It can be used to generate detailed digital terrain maps of the land surface and its structures' (Omnilink 2014).



3.4 IMPLEMENTING AND MONITORING THE PLAN

AT A GLANCE...

The methods we use for implementing and evaluating the success of this plan are critical.

Part 3.4 outlines:

How we can best deliver the plan including specific activities such as developing a Communications Strategy, enriching Council's Heritage Advisory Committee, participating with heritage and city management networks and supporting research (see page 72).

Methods for monitoring our progress, outcomes and reporting (see page 72).

A consolidated action plan for delivering the specific programs in each priority area (see pages 73-81).

THE 'HOW'

Over many years, the City of Ballarat has compiled a significant number of specialised and dedicated reports, policies, plans and strategies to address critical issues and areas impacting the historic environment. Successful application of these can be affected for several reasons (see 'The politics domain', page 20). It is therefore critical that we find robust ways to implement the actions in this plan to ensure we get the desired outcomes.

Four fundamental principles – both operational and aspirational – will guide our approach:

1. Leading the way

Advocating for broader policy support for Ballarat's heritage. Leading global local government best practice, through continued implementation of the HUL's participatory community engagement model and whole-of-city management framework.

2. Effective people-centred approaches and public participation

Increasing our transparency and accountability, by working closely with and for Ballarat's citizens.

3. Comprehensive knowledge of what makes Ballarat, Ballarat

Making better decisions by ensuring we have the best information about Ballarat's local conditions and improving how we inform policies that impact Ballarat by providing evidence-based information to other levels of government.

4. Vibrant partnerships and collaboration

Working in partnership with stakeholders and collaborating on solutions to strengthen acceptance of findings, encouraging political and organisational support.

To facilitate delivery of this plan, the City of Ballarat has also increased its capacity, sourced additional resources, strengthened its partnerships and diversified its skills.

Funding opportunities from all sources will be pursued when available, in addition to budgeted projects and programs.

Specific activities

- **Develop a Communications Strategy** so that community members and stakeholders are kept meaningfully up-to-date on programs, projects and events.
- **Enrich the Ballarat Heritage Advisory Committee** through the inclusion of diverse stakeholders and generations by updating their Terms of Reference and providing opportunities for input to and from the wider community.
- **Participate with international, national, regional and local networks** (e.g. League of Historical Cities, WHITRAP (UNESCO), UNGCCP, Council of Europe, the Central Victorian Goldfields local government heritage group, etc).
- **Support and facilitate research and development** through academic institutions and industry innovators to fill gaps in our knowledge.

MONITORING PROGRESS, OUTCOMES AND REPORTING

This plan will be implemented in a series of stages to 2030 and evaluated every two years, to ensure that we are meeting the benchmarks set for heritage, through:

- ✓ Community perception.
- ✓ Legislated responsibilities (see page 4).

✓ UNGCCP Circles of Sustainability and City Scan (see pages 18-20 & Appendix 1, page 86).

✓ UNESCO's Historic Urban Landscape approach⁴⁴ (six critical steps and recommendation framework).

✓ Adherence to Council strategies and policies (see page 4).

(See also 'Supplementary manual: Our People, Culture & Place: a manual for people implementing the heritage plan 2017-2030).

⁴⁴ See summary paper Understanding the HUL approach in *Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030*.

Consolidated action plan for priority areas

1	Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ^{NB}	When?
1.1	REGENERATION CBD Regeneration Program	Deliver streetscape regeneration	Development and Planning, Infrastructure and Environment (City of Ballarat)	Ballarat Heritage Advisory Committee Other stakeholders Registered Aboriginal Party (Wadawurrung) Traders	City of Ballarat State Government Private Sector	Ongoing
		Deliver conservation outreach program	Development & Planning (City of Ballarat)	Ballarat Heritage Advisory Committee City of Ballarat departments Owners Property managers Traders	City of Ballarat State Government Private Sector	Short term
		Provide heritage grants	Development and Planning, Business Services (City of Ballarat) Ballarat Heritage Advisory Committee	Private, Commercial, Not-for-Profit	City of Ballarat State Government VHRF Public private partnerships	Short term
		Develop 'How to work with heritage' guides	Development and Planning, Infrastructure and Environment (City of Ballarat)	Arts community; Stakeholders Ballarat Heritage Advisory Committee	In-kind	Short term
		Expand and update verandah study	Development & Planning (City of Ballarat)	Ballarat Heritage Advisory Committee	City of Ballarat	Short term
		Embed heritage elements within core projects delivered by Council	City of Ballarat		In-kind	Ongoing
1.2	Financial and investment packages	Join UNGCCP city partnership	Development & Planning, Policy & Innovation (City of Ballarat)	UNGCCP Stakeholders	City of Ballarat State Government Federal Government	Short to medium term
		Identify and deliver streetscape regeneration program funding	Victoria's Heritage Restoration Fund Development and Planning (City of Ballarat) National Trust of Australia (Vic) Ballarat Heritage Advisory Committee	Funding bodies Private sector	State Government Private sector Public private partnerships City of Ballarat VHRF	Short to medium term
		Provide a further \$100,000 for the Ballarat Heritage Restoration Fund	Victoria's Heritage Restoration Fund Development and Planning (City of Ballarat) National Trust of Australia (Vic) Ballarat Heritage Advisory Committee	Private, Commercial, Not-for-Profit	City of Ballarat VHRF	Short term
		Deliver City of Ballarat heritage grants	Development and Planning, Business Services (City of Ballarat) Ballarat Heritage Advisory Committee	Private, Commercial, Not-for-Profit	City of Ballarat State Government	Short term
		Secure funding for public building conservation	Development and Planning, Infrastructure and Environment (City of Ballarat)		City of Ballarat State Government	Ongoing

NB: New funding opportunities from all sources will be pursued when available.

	Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ¹⁸	When?
1.3	Urban Forest	Deliver 40% tree canopy cover – including diversity of species	Development and Planning, Infrastructure and Environment (City of Ballarat)		City of Ballarat State Government	Long term
		Introduce and strengthen living corridors	Development & Planning, Infrastructure & Environment (City of Ballarat)	Local residents Registered Aboriginal Parties Stakeholder organisations	State Government City of Ballarat	Long term
		Deliver Exceptional Trees Register	Local Residents Development & Planning (City of Ballarat)	Stakeholders	In-kind	Ongoing
		Ensure greening character, diverse tree species and climate resilience	Development and Planning, Infrastructure and Environment (City of Ballarat)	Ballarat Heritage Advisory Committee Local residents Stakeholders	City of Ballarat	Long term
1.4	Cultural events and recognition programs	Continue indigenous planting revegetation and embed natural heritage within core elements of Council	Infrastructure and Environment (City of Ballarat)	Stakeholders Registered Aboriginal Parties	City of Ballarat	Ongoing
		Grow the Ballarat Heritage Awards and advocate for statewide awards	Development and Planning (City of Ballarat) National Trust of Australia (Vic) – Ballarat branch	Ballarat Heritage Advisory Committee National Trust of Australia (Vic) Other stakeholders	City of Ballarat National Trust Private sector sponsorship Stakeholders State Government	Short to medium term
		Grow Ballarat Heritage Weekend and other local events	Development & Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Cultural and creative industry sector Local citizens and organisations Private sector Universities Visit Ballarat	City of Ballarat Private sector Other stakeholders	Ongoing
		Attract new events	Development & Planning (City of Ballarat) Visit Ballarat	Stakeholders (e.g. cultural and creative industry sector)	State Government City of Ballarat	Ongoing
1.5	World Heritage listing of the Central Victoria Goldfields	Engagement and research, economic and tourism opportunities, interpretation framework	13 Regional Local Governments	Ballarat Heritage Advisory Committee Federal Government Registered Aboriginal Parties State Government and agencies Tourism bodies Universities	Federal Government State Government Local Government Private sector Industry Other sources	Ongoing
		Grow traditional trades	Development and Planning (City of Ballarat) Sovereign Hill City of Greater Bendigo Educational institutions	Ballarat Heritage Advisory Committee Industry ISS Institute Inc. Regional LGAs Registered Aboriginal Parties State Government	State Government In-kind Local Government Cultural and educational institutions Philanthropy Industry	Ongoing
2	CELEBRATING AND INSPIRING WITH BALLARAT'S STORIES					
2.1	Digital knowledge base	Improve existing web portals	Visualising Ballarat Project Control Group Development and Planning, Community Development (City of Ballarat) CeRDI (Federation University Australia) Ballarat Library	Ballarat Heritage Advisory Committee Data holders Innovators Local organisations Local residents Stakeholders Universities	City of Ballarat State Government Universities	Ongoing

Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ¹⁸	When?
2.1 Digital knowledge base (continued)	Encourage research Build capacity for knowledge capture and sharing	City of Ballarat Universities Registered Aboriginal Parties Ballarat Library Cultural Institutions Visualising Ballarat Project Control Group Tourism Bodies Development and Planning, Community Development (City of Ballarat) Ballarat Library Visualising Ballarat Project Control Group	Ballarat Heritage Advisory Committee Koorie Engagement Advisory Committee Local organisations Local residents Other stakeholders (eg Cultural and Creative Industries) Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat CeRDI (Federation University Australia) Ballarat Heritage Advisory Committee Cultural Institutions Local organisations Local residents Public Record Office Victoria Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Stakeholders (like Ballarat Collections Network, Creative and Cultural Industries)	Universities Industry City of Ballarat State Government Federal Government City of Ballarat Universities Industry State Government Cultural institutions Community organisations Creative and cultural industry Federal Government	Ongoing Ongoing
2.2 Storytellers' Network and Digital Toolkit	Help promote employment opportunities Develop and deliver tools and resources in a storytelling toolkit Promote innovative and inclusive mediums for storytelling Establish and brand a Ballarat Storytellers' Network	Development and Planning, Community Development (City of Ballarat) Development and Planning (City of Ballarat) Tourism bodies (ie Visit Ballarat) Ballarat Library Consultants/experts Cultural institutions Development and Planning, Infrastructure and Environment, Community Development (City of Ballarat) Ballarat Library University Cultural Institutions Consultants/experts Development and Planning (City of Ballarat) Ballarat Library Consultants/experts Cultural institutions	Ballarat Heritage Advisory Committee Cultural Institutions Koorie Engagement Advisory Group Private sector Stakeholders Universities Ballarat Heritage Advisory Committee Creative and Cultural industry sector Koorie Engagement Advisory Group Local organisations Local residents Other stakeholders Private sector Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Stakeholders Universities Ballarat Heritage Advisory Committee Creative and Cultural Industries Disability Advisory Committee Koorie Engagement Advisory Group Local community Local organisations Other stakeholders Private sector Visit Ballarat Ballarat Heritage Advisory Committee Creative and Cultural industry sector Local organisations Local residents Other stakeholders Private sector Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Universities	In-kind State Government Public private partnership Industry Federal Government City of Ballarat Industry Private sector State Government Tourism bodies Universities In-kind	Ongoing Short to medium term Ongoing Short term

	Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ¹⁸	When?
2.3	Finance and incentives package	Heritage grants for Interpretation; Aboriginal cultural heritage research; collections assessments and conservation	Development and Planning, Business Services (City of Ballarat) Ballarat Heritage Advisory Committee	Universities Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat	City of Ballarat State Government	Short term
2.4	One-stop-shop heritage hub	Identify opportunities to link hub with existing destinations and centres	Ballarat Library Development and Planning, Business Services (City of Ballarat) Visit Ballarat Key cultural institutions	Ballarat Heritage Advisory Committee Creative and Cultural industry sector Koorie Engagement Action Group Local organisations Local residents Other stakeholders Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Universities	In-kind State Government City of Ballarat Industry Cultural institutions	Short term
2.5	Revitalised cultural tourism package	Heritage grants for Interpretation; Aboriginal cultural heritage research; collections assessments and conservation Improved access to collections	Ballarat Library Community Development, Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Public Library Victoria Network Public Record Office Victoria State Library Victoria	Living library grants and other sources State Government	Medium to long term
		Encourage customised, experience based tourism	Development and Planning, Business Services, Infrastructure and Environment (City of Ballarat) Ballarat Collections Network Ballarat's cultural and creative industries Gold Museum Cultural institutions	Ballarat Heritage Advisory Committee Historical Societies Public Record Office Victoria	In-kind State Government agencies City of Ballarat Cultural institutions	Ongoing
		Encourage customised, experience based tourism	Visit Ballarat Stakeholders Development and Planning (City of Ballarat) Cultural Institutions	Ballarat Heritage Advisory Committee Creative and Cultural industry sector Koorie Engagement Action Group Local organisations Local residents Other stakeholders Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Universities	State Government Private sector Cultural Institutions Tourism bodies In-kind	Ongoing
		Tell lesser-told stories	Visit Ballarat Stakeholders Development and Planning (City of Ballarat) Cultural institutions	Ballarat Heritage Advisory Committee Creative and Cultural industry sector Koorie Engagement Action Group Local organisations Local residents Other stakeholders Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Universities Industry stakeholders such as Open House Ballarat	Universities State Government Private sector Cultural institutions City of Ballarat Tourism bodies and industry Cultural and creative industry	Ongoing
		Explore tourism transport offerings	Visit Ballarat Cultural Institutions (such as Sovereign Hill Museums Association) City of Ballarat	Ballarat Heritage Advisory Committee Other stakeholders Public Transport Victoria VicRoads	City of Ballarat Cultural Institutions Federal Government Private sector State Government	Long term

Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ¹⁸	When?
2.5 Revitalised cultural tourism package (continued)	a) Deliver major events strategy and b) Encourage events and other experiences	Visit Ballarat Stakeholders Development and Planning, Infrastructure and Environment (City of Ballarat)	Other stakeholders Private sector	City of Ballarat Tourism bodies State Government In-kind	a) Short term b) Ongoing
	Build World heritage listing tourism offerings and experiences	Tourism bodies 13 regional Local Governments Cultural institutions	Ballarat Heritage Advisory Committee Creative and Cultural industry Local Organisations Local residents Other stakeholders Private sector State Government Universities	State Government Tourism bodies	Short to long term
	Work on an ambassadors/volunteers program	Visit Ballarat Stakeholders Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Creative and Cultural industry sector Koorie Engagement Action Group Local organisations Local residents Other stakeholders Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Universities	In-kind State Government Tourism bodies	Short to medium term
2.6 Creative heart	Deliver the Creative City Strategy for Ballarat	City of Ballarat	Creative Ballarat Steering Committee Key Cultural Stakeholders Private sector Industry Creative and Cultural industry Cultural Institutions Other stakeholders	City of Ballarat	Short term
	Develop the CBD as arts and culture centre	City of Ballarat Universities State Government Educational institutions	Creative Ballarat Steering Committee Ballarat Heritage Advisory Committee Key Cultural Stakeholders Public Arts Advisory Committee	State Government Federal Government Universities Cultural Institutions Private sector Industry City of Ballarat Tourism bodies	Long term
	Expansion of University in CBD	City of Ballarat Universities	Creative Ballarat Steering Committee Stakeholders	Federal Government Universities	Long term
	Investigate expanded cultural and recreational programs	City of Ballarat Universities Ballarat Library Cultural Institutions Cultural and creative industry Tourism bodies	Creative Ballarat Steering Committee Local residents and organisations Other stakeholders Creative Ballarat Steering Committee Private sector Public Art Advisory Committee	Universities Private sector Industry State Government Federal Government City of Ballarat Tourism bodies	Ongoing

Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ¹⁰⁸
2.6 Creative heart (continued)	Encourage rebuilding CBD as creative learning space	Universities Key cultural stakeholders Ballarat Library	Creative Ballarat Steering Committee Ballarat Heritage Advisory Committee City of Ballarat Other stakeholders Public Art Advisory Committee Cultural institutions	In-kind Universities Private sector State Government Federal Government City of Ballarat
	Encourage high-degree research to strengthen impact of arts and culture in our regional context	Universities	City of Ballarat Key cultural institutions	Federal Government State Government Universities In-kind
3.1 Aboriginal cultural heritage planning	Support research	Universities Development and Planning, Community Development (City of Ballarat) Ballarat Library	Ballarat Heritage Advisory Committee Koorie Engagement Advisory Group Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Universities	City of Ballarat State Government Universities
	Discuss opportunities for Aboriginal Cultural Heritage Land Management Plans	Development and Planning, Infrastructure and Environment (City of Ballarat)	Aboriginal Victoria Registered Aboriginal Parties	In-kind City of Ballarat
	Investigate Aboriginal Cultural Liaison Officer	City of Ballarat	Koorie Engagement Advisory Group Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat	In-kind
	Establish access to Victorian Aboriginal Heritage Register for delegated Council Officers	Development and Planning (City of Ballarat) State Government	Aboriginal Victoria Registered Aboriginal Parties	In-kind
	Identify and make accessible Council records	Development and Planning, Business Services, Community Development (City of Ballarat) Ballarat Library	Ballarat Heritage Advisory Committee Other State Government agencies (ie Aboriginal Victoria) Public Record Office Victoria Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat	City of Ballarat State government agencies
	Develop an Engagement Plan and undertake training for Council Officers	Development and Planning, Infrastructure and Environment, Community Development (City of Ballarat)	Koorie Engagement Advisory Group Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat	In-kind City of Ballarat
3.2 Local plans for local communities	Implement local area planning program and refine HUL methodology	Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Interest groups International HUL experts Local organisations Local residents Other cities Other stakeholders Private sector Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat Universities	City of Ballarat State Government

Key priority area & programs		Actions	Who?	Partners/ Stakeholders	Potential funding ¹⁸	
3.2	Local plans for local communities (continued)	Study and deliver applicable heritage gap controls	Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Experts Local residents Property owners	City of Ballarat	Short to medium term
		Develop local area toolkits	Development and Planning, Policy and Innovation (City of Ballarat)	Ballarat Heritage Advisory Committee Development community Local residents Other stakeholders Real Estate	In-kind	Short to medium term
3.3	Urban renewal projects	Celebrate and share accessible data about local areas	Development and Planning, Policy and Innovation (City of Ballarat)	Federation University Australia	City of Ballarat Universities (includes in-kind)	Ongoing
		Targeted urban renewal project delivery	Development and Planning, Community Development, Infrastructure and Environment (City of Ballarat)	Ballarat Heritage Advisory Committee Key stakeholders Local residents Private sector Property owners Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander peoples with connections to Ballarat	State Government City of Ballarat Private sector	Short to medium term
3.4	Planning Scheme review	Review Ballarat Planning Scheme, engage with stakeholders and community	Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Interest groups Local organisations Local residents Other stakeholders as required Private sector Registered Aboriginal Parties State Government agencies	City of Ballarat	Short to medium term
		Identify and carry out works program	Development and Planning, Community Development, Infrastructure and Environment (City of Ballarat)	Ballarat Heritage Advisory Committee Experts Interest groups Local organisations Local residents Other stakeholders as required Private sector Registered Aboriginal Parties State Government agencies (as required)	City of Ballarat	Short to medium term
3.5	CBD planning package	Evaluate and review	Development and Planning, Policy and Innovation (City of Ballarat)	Ballarat Heritage Advisory Committee Experts Registered Aboriginal Parties State Government agencies UNGCCP	In-kind	Ongoing
		Develop adaptive reuse framework and support	Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Ballarat Heritage Advisory Committee Development & design community Disability Advisory Committee Private sector Property owners Real estate agencies	City of Ballarat	Short to medium term

Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ^{8B}	
3.5 CBD planning package (continued)	Undertake landscape appraisals and infill studies	Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Creative and cultural industry Development & design community Local citizens Other stakeholders Private sector Property owners Tourism bodies	City of Ballarat	Short to medium term
	Provide infill support	Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Development & design community Local citizens Private sector Property owners Real estate agencies	In-kind City of Ballarat	Short to medium term
	Test signage guidelines	Development and Planning (City of Ballarat)	Ballarat Heritage Advisory Committee Private sector	City of Ballarat	Short to medium term
	Prepare for transport and infrastructure of the future	Development and Planning, Community Development, Infrastructure and Environment (City of Ballarat)	Ballarat Heritage Advisory Committee Interest groups Public Transport Victoria VicRoads	City of Ballarat State Government	Long term
3.6 Decision support and 3D tools	Build digital planning tools	City of Ballarat Ballarat Library	Ballarat Heritage Advisory Committee Industry experts Registered Aboriginal Parties UNGCCP Universities	Federal Government State Government City of Ballarat Industry Private/Public Partnership	Ongoing
	Test scenario case studies	Development and Planning, Policy and Innovation (City of Ballarat)	Ballarat Heritage Advisory Committee Industry experts Local residents Private sector Registered Aboriginal Parties Stakeholders Universities	Federal Government State Government City of Ballarat Industry Private/Public Partnership	Ongoing
	Develop measurements for best on-the-ground outcomes	City of Ballarat	Ballarat Heritage Advisory Committee Industry experts Registered Aboriginal Parties UNGCCP Universities	Federal Government State Government City of Ballarat Industry Private/Public Partnership	Ongoing
	Build integrated data driven city	City of Ballarat	Industry experts Other local government Registered Aboriginal Parties UNGCCP Universities	Federal Government State Government City of Ballarat Industry Private/Public Partnership	Medium to long term

Key priority area & programs	Actions	Who?	Partners/ Stakeholders	Potential funding ^{NB}
3.6 Decision support and 3D tools (continued)	Open data	City of Ballarat	Ballarat Heritage Advisory Committee Industry experts Other stakeholders Universities	Federal Government State Government City of Ballarat Industry Private/Public Partnership
	Research and Development	City of Ballarat Universities Ballarat Library	Industry experts Registered Aboriginal Parties Stakeholders UNGCCP Universities	Universities Federal Government State Government City of Ballarat Industry Private/Public Partnership



4. ADDITIONAL INFORMATION

SUPPLEMENTARY INFORMATION

Supplementary manual:

- **Our People, Culture & Place: A manual for people implementing the heritage plan 2017-2030.** Provides methods developed through participatory community engagement, to guide how the plan is implemented by Council Officers and key stakeholders.

Summary papers:

- **At a glance...** Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030.
- Finding... **My Neighbourhood** in Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030.
- Finding... **Community Voices** in Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030.
- Understanding **the HUL approach** in Our People, Culture & Place. A plan to sustain Ballarat's heritage 2017-2030.

Consultation paper:

- **What you said...** Our People, Culture & Place. A new heritage plan for Ballarat 2016-2030 (preliminary paper).

COMMON TERMS

BHAC: Ballarat Heritage Advisory Committee – a committee of Council.

CeRDI: Centre for eResearch and Innovation at Federation University Australia.

Cultural Identity: The feeling of belonging to a group. It is how we see ourselves – like calling yourself 'an Eastie' from Ballarat East.

Cultural Landscape: A landscape fashioned from a natural landscape by people (cultural group/s). It is usually associated with a geographic area.

GovHack: The largest open government and open data hackathon in Australia. Teams compete to develop innovative digital tools using government data.

Heritage: (see pages v-vi).

HO/Heritage Overlay: Part of the local Ballarat Planning Scheme that helps protect heritage places.

HUL: UNESCO's Historic Urban Landscape approach a new-whole-of-city management approach for historic cities. Council signed onto an international pilot of HUL in 2013 with WHITRAP and has been implementing it ever since. The HUL underpins this plan.

ICCROM: International Centre for the Study of the Preservation and Restoration of Cultural Property

ICOMOS: International Council on Monuments and Sites – the leading non-governmental international body of heritage experts.

IUCN: International Union for Conservation of Nature

Liveability: All of the things that contribute to a community's quality of life.

Material culture: The physical objects that define who we are as a culture.

MSS: Municipal Strategic Statement – a concise strategic statement in the local Planning Scheme which outlines land use objectives with related strategies, actions and policies.

PROV/Public Record Office of Victoria: the Victorian State archives authority.

Sense of place: The combination of characteristics that makes a place special and unique. It involves the human experience in a landscape.⁴⁵

Sustainability: 'Sustainability' is defined as activity that 'meets the needs of the present without compromising the ability of future generations to meet their own needs.'⁴⁶

UNESCO: United Nations Educational, Scientific and Cultural Organization (UNESCO) is a specialised agency of the United Nations (UN). UNESCO administers the World Heritage convention.

UNGCCP: United Nations Global Compact – Cities Programme: the programme works with cities, regions and partners to progress equity, sustainability and good governance in urban environments.

WHITRAP: A UNESCO category 2 centre titled World Heritage Institute of Training and Research for the Asia and the Pacific Region under the auspices of UNESCO, Shanghai, China. The City of Ballarat is a pilot city for HUL under WHITRAP.

⁴⁵ Adapted from: www.artofgeography.com

⁴⁶ Circles of Sustainability, Guideline 3.3.1: The Urban Profile Process.

REFERENCES

- Borg, M (2017), Aggregate profile, prepared for City of Ballarat.
- Borg, M (2017), The value of Ballarat's heritage – evaluating the city's assets, prepared for City of Ballarat.
- Borg, M (2017), HUL Implementation Programme, prepared for City of Ballarat.
- Borg, M (2017), Detailed Landscape Assessment, prepared for City of Ballarat.
- Borg, M (2017), Vulnerability Assessment, prepared for City of Ballarat.
- Buckley, K, Cooke, S & Fayad, S (2015), 'Using the Historic Urban landscape to reimagine Ballarat', in: Labadi, S & Logan, W (eds), *Urban Heritage, Development and Sustainability: international frameworks, national and local governance*, London: Routledge.
- Budge T, Regional Goldfields Local Government Heritage Group (2016), World Heritage Listing preamble. (Unpublished).
- Centre for eResearch and Digital Innovation, City of Ballarat (n.d.) Visualising Ballarat [Website]: www.visualisingballarat.org.au
- Centre for eResearch and Digital Innovation (2015), *Historic Urban Landscape and Visualising Ballarat Impact Analysis*. eResearch (First Wave) Extended.
- Centre for eResearch and Digital Innovation, City of Ballarat (n.d.) HUL Ballarat [Website]: www.hulballarat.org.au
- City of Ballarat (2013), Ballarat Imagine.
- City of Ballarat (2014), *Reconciliation Action Plan 2014-2017*, Ballarat (and draft Reconciliation Action Plan 2017).
- City of Ballarat (2015), *Today, Tomorrow, Together: The Ballarat Strategy*.
- City of Ballarat (2016), *Our People, Culture & Place: A new heritage plan for Ballarat 2016-2030. Preliminary Heritage Plan for discussion*.
- City of Ballarat (2017), *Making Ballarat Central: The CBD Strategy (2017-2021 Action Plan)*.
- Context (2013), *Mapping Ballarat's Historic Urban Landscape*, Stage 1, Final Report.
- Forest, J (2013), Accessing Our Regional Heritage. Stage one: Needs Analysis (Final Report): City of Ballarat, Public Record Office Victoria, Regional Development Victoria.
- Hodges, S (2016), The benefits of World Heritage listing for the Central Goldfields.
- Omnilink (2014), 3D Mapping System – Scoping Study for City of Ballarat - HUL Stage 2.
- Profile.id (n.d.) City of Ballarat community profile: www.profile.id.com.au/ballarat
- Tonkin, S (n.d.), *Essay: What is heritage?* [Online]: www.environment.gov.au [accessed 6 October 2017].
- Tsilemanis, A (2014), Cultural mapping audit – Ballarat Research: City of Ballarat.
- UNESCO (2011), *Recommendation on the Historic Urban Landscape*.
- VIF (2014), Estimated Resident Population (ERP) for Local Government Areas (LGAs), for each year from 2011 to 2031.
- Ward, A (1989), *Report on the provision of verandahs in areas of cultural significance*. City of Ballarat.
- WHITRAP & City of Ballarat (2016), *The HUL Guidebook. Managing heritage in dynamic and constantly changing urban environments. A practical guide to UNESCO's Recommendation on the Historic Urban Landscape*.

All images reproduced in this document are owned by the City of Ballarat unless otherwise cited.

USEFUL RESOURCES

[Australia ICOMOS Charter for Places of Cultural Significance, The Burra Charter, 2013 \(Burra Charter\)](#)

[Ballarat HUL program reports and studies](#)

[Ballarat Imagine and the Ballarat Strategy](#)

[GO-HUL: The Global Observatory on the Historic Urban Landscape](#)

[HUL Ballarat](#)

[UNESCO Recommendation on the Historic Urban Landscape](#)

[Visualising Ballarat](#)

Other useful resources can be found on the [HUL Ballarat](#) website.

ACKNOWLEDGEMENTS

HERITAGE PLAN PROJECT TEAM

Program development/report authors:

Susan Fayad, Catherine McLay, John Dyke (City of Ballarat - Heritage and Cultural Landscapes team) (M.ICOMOS).

Expert advisors:

Dr. Malcolm Borg (UN Global Advisor; Arts and Culture Victoria)
Sue Hodges (SHP)
Janet Beeston (Frontier Heritage)

Contributors:

Ballarat Heritage Advisory Committee (BHAC)
David Grant (City of Ballarat)
Daryl Wallis (City of Ballarat)
Emergency Management (City of Ballarat)
Emily Hobbs (City of Ballarat)
Federation University Australia Arts Academy
James Guy (City of Ballarat)
Jenny Fink (City of Ballarat)
Koorie Engagement Advisory Group (KEAG)
Mary Spencer (City of Ballarat)
Lisa Kendal (City of Ballarat)
Suada Ramic (City of Ballarat)
Sovereign Hill Museums Association
Visit Ballarat
Wathaurung Aboriginal Corporation

Planning advice:

Lisa Kendal (City of Ballarat)
Jessie Keating (formerly City of Ballarat)
Leanne Wilson (City of Ballarat)

Peer review:

Ballarat Heritage Advisory Committee (BHAC)
Communications Unit (City of Ballarat)
Fiona Machin (City of Ballarat)
Frances Salenga (City of Ballarat)
Kate Gerritsen (City of Ballarat)
Lisa Kendal (City of Ballarat)

Suggestions for this plan were received from 61 members of the Ballarat community and stakeholders through Preliminary Heritage Plan consultations in 2016, together with suggestions from 28 community members and stakeholders for the Final Draft consultations in 2017.

In memory of Dr. Ron van Oers – an inspirational leader, friend and colleague.

CITY OF BALLARAT, DECEMBER 2017

WITH THANKS

This heritage plan is the culmination of work undertaken from 2013 – 2017 in partnership, consultation and/or with the support of:

Ballarat City Council
City of Ballarat's Development and Planning, Policy & Innovation, Community Development, Infrastructure and Environment and Business Services departments.
Ballarat Heritage Advisory Committee (BHAC)
Members of the Ballarat community and community organisations
Members of the *Ballarat Strategy (2015)* Community Reference Group
Ballarat East Network
Wathaurung Aboriginal Corporation
Disability Advisory Committee
Koorie Engagement Action Group (KEAG)
Victorian Heritage Restoration Fund (VHRF) and National Trust of Australia (Vic)
Federation University Australia Arts Academy
Kristal Buckley and Dr. Steven Cooke at Cultural Heritage Asia-Pacific, Deakin University
The team at Centre for eResearch and Digital Innovation, Federation University Australia
Amy Tsilemanis, David McGinniss and Prof. Keir Reeves, Collaborative Research Centre in Australian History, Federation University Australia
Jason Forest, Strategic Planning Consultant
Context Pty Ltd
Amy Tsilemanis, Consultant
Planisphere
Omnilink Pty Ltd
Sue Hodges and the team at SHP Consulting
Chris Meddows-Taylor, Victorian Goldfields Tourism Executive
Public Record Office Victoria
Jennifer Forest, Museum consultant
Regional Development Victoria
Regional Goldfields Local Government Heritage Group (Mt Alexander Shire, City of Ballarat, City of Greater Bendigo, Hepburn Shire Council, Pyrenees Shire Council)
Ros Rymer, Urban Strategy, City of Melbourne
TimeCapsule Ballarat creators: Foresight Lane, Julian Laffey, S Morgan Creative, Sam Cooney, CRAH

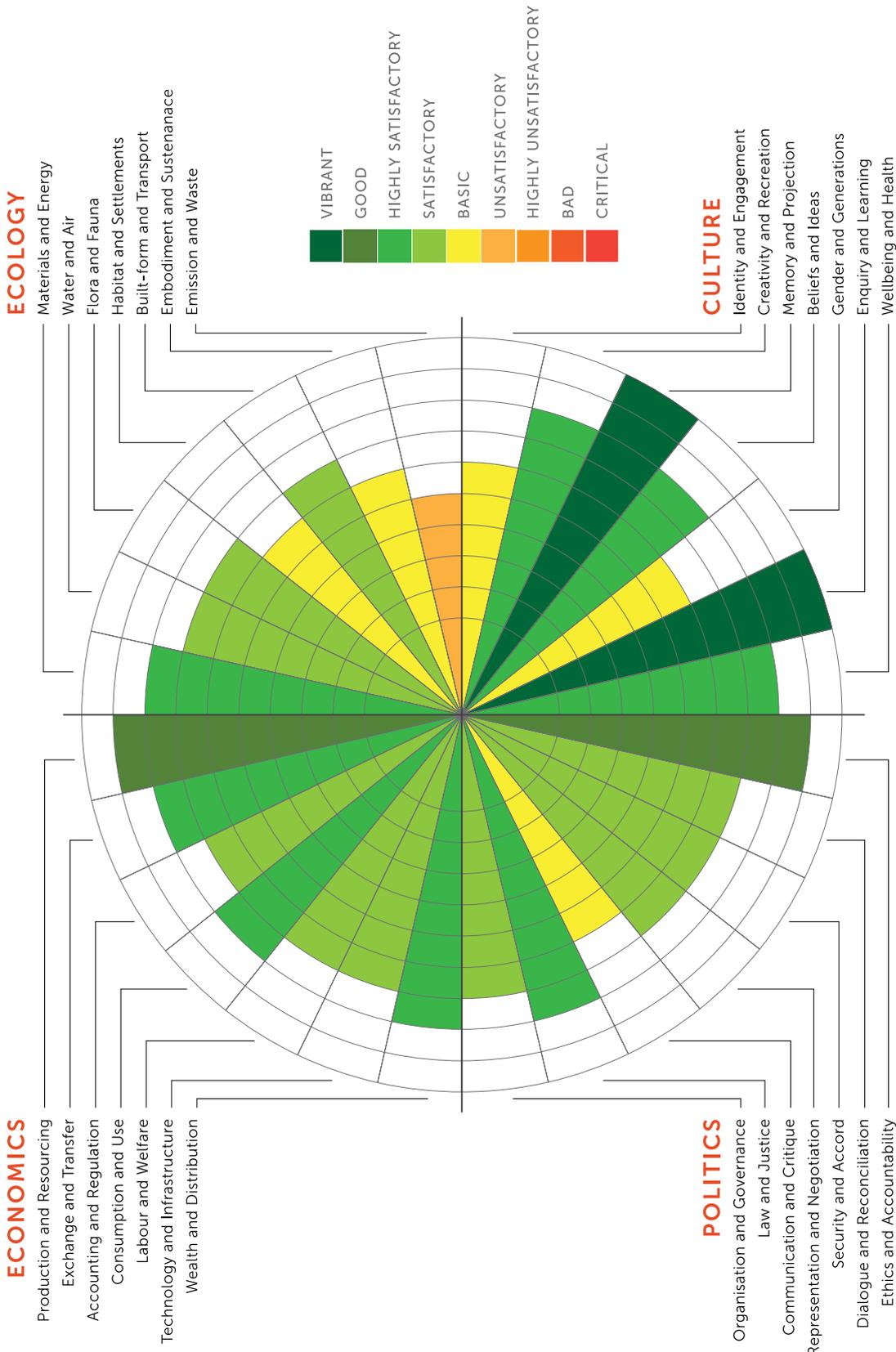
Participants and speakers at:

Smart Cities: Building a Vision for the Future workshop (Visualising Ballarat), Ballarat 2016
Ballarat Interpretation Framework workshop, Ballarat 2015
International Historic Urban Landscape Symposium, Ballarat 2015
International Historic Urban Landscape Symposium, Ballarat 2013
Accessing Our Regional Heritage needs analysis workshop, Ballarat 2013

Our international colleagues:

Dr. Ron van Oers (decd.) and colleagues from the World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP) under the auspices of UNESCO
Dr Malcolm Borg, United Nations Global Advisor, United Nations Global Compact Cities Program (UNGCCP)
Francesco Bandarin and colleagues at UNESCO, France
Adam Wilkinson, Edinburgh World Heritage, Scotland
Dr. Ana Pereira Roders, Eindhoven University of Technology, Netherlands
Dr. Rohit Jagyasu, UNESCO Chair Professor for Disaster Mitigation for Urban Cultural Heritage, Ritsumeikan University, Japan
Cristina Iamandi-van Oers
Juliana Forero, Ministry of Culture of Columbia, Cultural Heritage Office.
Dr. Michael Turner, UNESCO Chair in Urban Design and Conservation Studies, Israel
Dr. Julia Ray Perez, University de Cuenca, Ecuador
Dr. Loes Veldpaus, Newcastle University, UK
Dr. Paulette Wallace, Canada
Muhammad Juma, Director of Urban and Rural Planning, Zanzibar
Patricia O'Donnell, Principal Heritage Landscapes LLC, USA

APPENDIX 1



UNGCCP - CIRCLES OF SUSTAINABILITY AGGREGATE PROFILE RESULTS FOR BALLARAT (2015-2016)

This diagram tells us how sustainable our city will be if we "do nothing different". It helps identify what areas we should target if we want a more sustainable, resilient and vibrant city.

APPENDIX 2

WORLD HERITAGE BID FOR AN INTERNATIONALLY SIGNIFICANT REGION

Tucked away in a fairly remote corner of the globe, with rarely anything newsworthy on a global scale, is a remarkable piece of world history that deserves much wider recognition and the telling of its stories on an international stage.

Getting to know the goldfields

Victoria's Central Goldfields region possesses the world's most expansive and intact representation of a nineteenth century gold rush settler landscape. It is an area of about 25,000 square kilometres with a current population of about 350,000, embracing over 40 historic cities, towns, settlements and rural landscapes and parts or all of thirteen local government areas. The whole region features important elements and countless stories of Australia's indigenous heritage, intermingled with those from the frenetic period of European settlement when gold was found and dug up in vast quantities. The region is dotted with mining relics, simple and grand dwellings and large, often out of scale, public buildings and works, built on the back of gold-wealth and dating from its initial discovery in 1851.

Building the new world

Victoria's goldfields were established in an era of unprecedented expansion of settler societies throughout the non-European world. This period in world settlement history had begun at the turn of the 16th century and grew in scale, as the areas encompassed by European powers progressively reached their height of control by the nineteenth century's conclusion. Vast new mineral deposits were uncovered in many of these areas, but none had the romantic notions, the excitement and the capacity for instant wealth provided by the discovery of gold. At various stages in the nineteenth century, gold was found across the globe in places as widespread as South America, California, Alaska, New Zealand, Siberia, South Africa and Australia. While gold was often found on the surface or in streams, much of it had to be extracted through expensive deep-mining operations. Although later eclipsed by South Africa, the Australian gold discoveries of the nineteenth century were the dominant fields of their time.

Eureka!

While gold was discovered in all Australian states (formerly known as colonies) none of these compared with the scale and significance of that found in the Victorian central goldfields. Eight of the world's ten largest gold nuggets ever found were discovered in Victoria and most in one concentrated area. A universal feature for where gold has been discovered the world over, is that conditions were often harsh; the payable gold ran out quickly and mining settlements were often temporary and the population transient. While there is evidence of that phenomenon across

Victoria's central goldfields, the major difference is that many of those settlements remain. The gold was sufficiently plentiful and profitable over a longer period of time and this, together with the development of the surrounding agricultural base, ensured that settlements were sustained long after mining had largely disappeared. While the predominant population attracted to the goldfields was from Great Britain, the sheer excitement of the times captured imaginations and a desire to be part of it, bringing many Irish, Germans, Italians, Americans and Chinese and people from many other nationalities, religions and cultures to Australian shores. It was the start of an intercultural nation. It is the pattern to retain the settlements and buildings created to support mining, which separates the Victorian Goldfields from all other mining settler societies where little of their built heritage is left.

A diverse and distinctive region

In the twenty first century, the Victorian goldfields comprised a remarkable urban and rural landscape, as well as a mix of historic cities, towns, villages and settlements with many of the their mid-nineteenth century, European-inspired architecture still in evidence. The region also holds extensive urban and rural landscapes, with their creeks and gullies and sites of deep lead mines, all exhibiting the signs of having been turned over in the frenzied search for gold. Nestled upon them are whole towns built around the heady days of wealth and exploitation, of industry and innovation and the finer elements of urban settlement. The building of pretentious public buildings, banks, railways, places of worship – often out of scale with their current function and role – and the planting of grand tree lined boulevards, parks and botanic gardens, all represented the grandeur of the times but also a desire to recreate a sense of the civilisation they had come from.

An internationally recognised future

The discussion around this region aspiring to World Heritage listing arose from a growing realisation that the Victorian goldfields is an area of outstanding universal value. It potentially meets two of the required selection criteria:

- to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design;
- to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates a significant stage in human history.

The Central Victorian Goldfields forms an integral part of Australia's heritage and indeed the world's, containing buildings, features, sites, localities and areas representative of the core features of this extraordinary period in the settlement of our nation.

Adapted from T. Budge et al, 2016.





City of Ballarat

PO Box 655

Ballarat, Victoria 3353

T: 03 5320 5500

E: ballcity@ballarat.vic.gov.au

www.ballarat.vic.gov.au



HULBallarat

www.hulballarat.org.au

Visualising Ballarat

www.visualisingballarat.org.au

