

**CREATIVE**

**CITY**

**2021/  
2022**

**REPORT CARD**



**CITY OF  
BALLARAT**





# ACKNOWLEDGEMENTS



The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People

Some of the images in this publication embody ritual knowledge of the Wadawurrung community. It was created with the consent of the custodians of the community.

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Publication designed by Jess Kelly from The Design Dept, Ballarat.



JENNA OLDAKER, WADAWURRUNG TRADITIONAL CUSTODIAN AND ARTIST AT WORK. PIC BY © LACHLAN PHYLAND, 2022.



AERIAL ARTIST SURAYA LEWIS, PIC BY © LARRY VILA POUCA, 2022

# CONTENTS

- Executive Summary** ..... 4
- 2021/22 investment in the creative sector at a glance** ... 5
- People and organisational structure** ..... 6
- How healthy is Ballarat’s creative sector?** ..... 7
- How to read this report.** ..... 9
- Goal of the Creative City Strategy** ..... 10
- How did we do? The Report Card** ..... 11
- Tracking implementation** ..... 14
  - Council Operated Venues and Destinations..... 15
  - Festivals and Events ..... 17
  - Economic Development ..... 19
  - Marketing & Visitor Economy ..... 21
  - Community & Public Art ..... 23
  - Community Infrastructure ..... 25
  - Creative City Masterplan ..... 27



# EXECUTIVE SUMMARY

In 2019 the City of Ballarat took a bold step and endorsed a Creative City Strategy which sought to make Ballarat the city that nurtures the creative spark, builds sustainability within the creative industries, and actively grows the creative economy. Then the pandemic hit, and the creative industries reverberated with the shock. Whole sectors went into hiatus – with theatre and performance, music and venues reeling from the impact.

But in 2021/22 the small shoots of rejuvenation started to appear. This report identifies that even facing such adversity the creative sector in Ballarat has a deep and abiding resilience. By the close of the 2021/22 Financial Year, it became clear that the micro-enterprise, the tiny business, the arts practitioner and the nimble creative organisation were the clear winners. The growth of the creative sector had far outstripped the growth of the wider Ballarat economy. New practitioners had surged into the city, part of the flight from metropolitan centres. Creative businesses were testing the boundaries and practitioners were taking different risks and exploring new works.

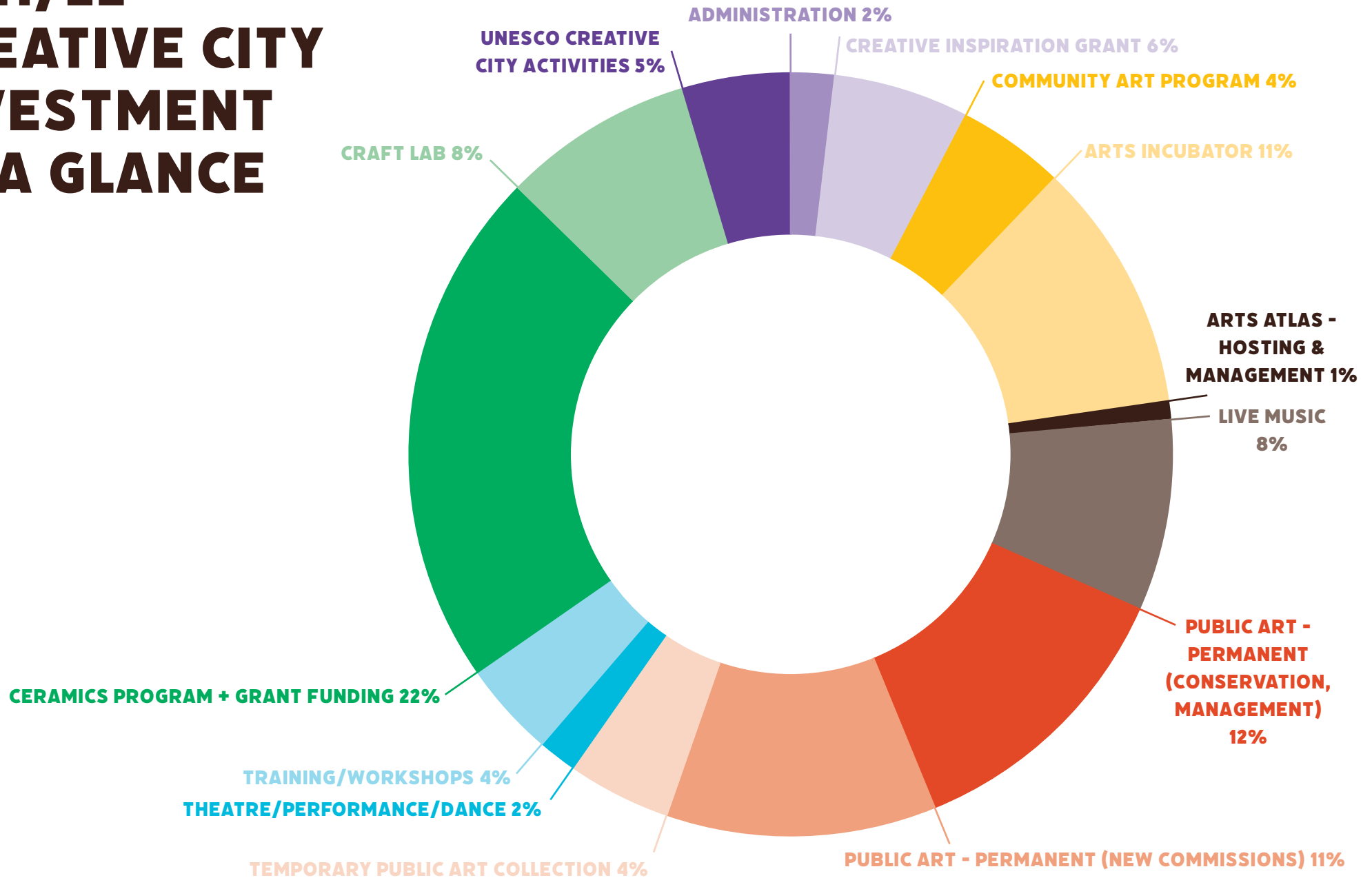
This, the second Report Card into the application of the Creative City Strategy, is a robust examination of the targets of the original Strategy and pointedly links the outcomes to the Council Plan 2021–2025. With more than two years of data the City of Ballarat is better placed to evaluate the impacts of the Creative City Strategy and assess the pathways and programs which have been applied.

The numbers are promising. We're moving in the right direction. But there is much more to do.



CRAFT LAB 22, PIC BY © TONY EVANS

# 2021/22 CREATIVE CITY INVESTMENT AT A GLANCE



BREAKDOWN INCLUDES ALLOCATED CITY OF BALLARAT BUDGET INVESTMENT AND GRANT MONIES



# PEOPLE AND ORGANISATIONAL STRUCTURE



**DIRECTOR - COMMUNITY WELLBEING**

**EXEC MANAGER, ARTS & EVENTS**

**EXEC MANAGER, ECONOMIC GROWTH**

**COORDINATOR CREATIVE CITY**

**COMMUNITY ART OFFICER**

**PUBLIC ART OFFICER**

**CONTRACTOR - CERAMICS**

**CONTRACTOR - CRAFT**

**CONTRACTOR - LIVE MUSIC**

# HOW HEALTHY IS BALLARAT'S CREATIVE SECTOR TODAY?

In the 2016 Australian Census just over 2000 people formally identified as a 'creative practitioner'. Since 2016 Ballarat has seen an exponential growth in the creative economy, far outstripping the rest of the Ballarat economy.

But the Census only tells a part of the story. We know that there are thousands more who consider themselves makers, artists, artisans or creatives - but don't ever mark it on a Census. Our job is to support all creative practitioners - professional or not.

The City of Ballarat currently hosts a dataset of 1300 creatives and makers in and around the immediate region. In July 2021 we commissioned research to create a baseline of the health and confidence of the sector – we call this the Ballarat Creative Sector Report. We measured income, capacity to produce work, and involvement.

Over 62% of Ballarat's creative sector rely upon multiple strands of income to support their practice.

The Ballarat creative sector's average total household income is less than \$100,000 per annum.

Over a third of creatives in the Ballarat area report that they are a self-employed professional practitioner. Another 28% report that they consider their creative practice as a hobby, but they do generate an income from it.

We've started examining whether creative practitioners consider themselves sustainable, and how confident they feel about the future of their efforts.

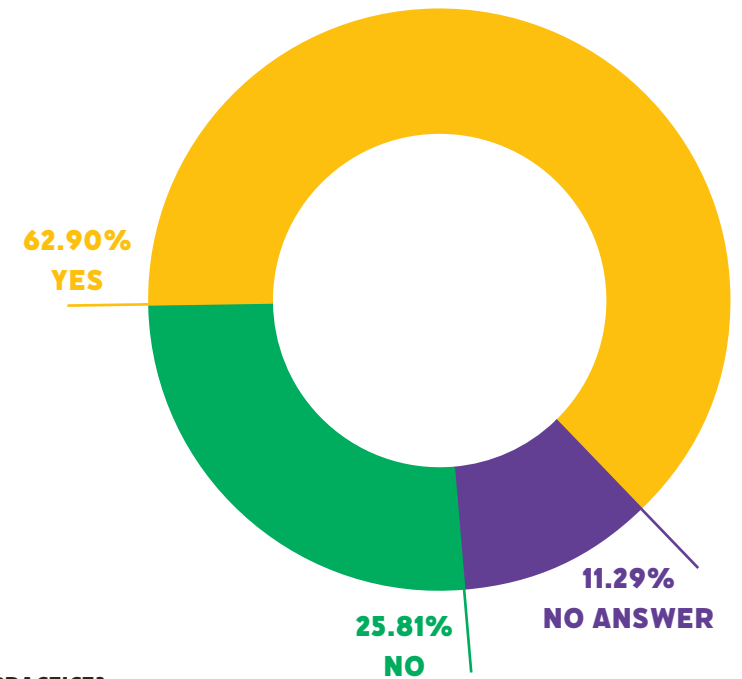
Almost 30% believed they have a sustainable creative practice, balancing their financial inputs with time to produce their creative works.

71% did not believe their current creative practice is sustainable, but 63% report that they intend to increase the income they make from their practice.

## WHICH OF THE FOLLOWING BEST DESCRIBES THE CURRENT FINANCIAL SITUATION AND PROSPECTS OF YOUR CREATIVE PRACTICE?



## DO YOU RELY ON MULTIPLE UPON MULTIPLE STRANDS OF INCOME TO SUPPORT YOUR PRACTICE?



**CLICK HERE FOR MORE INFO ON OUR AMAZING ARTISTS, MAKERS AND CREATIVES**



**ARTS AND CULTURE ARE THE FASTEST GROWING SECTOR OF THE BALLARAT ECONOMY – FROM 1.6% OF TOTAL BALLARAT JOBS IN 2016 TO 2.4% TODAY.**

**AT 67% THE SECTOR HAS OUTSHONE THE REST OF THE ECONOMY WHICH HAS SAT AT ONLY 11% GROWTH.**

**THE TOTAL NUMBER OF FULL TIME ARTS AND CULTURE JOBS IN BALLARAT HAS INCREASED FROM 1,194 IN 2016 TO 1,989 IN 2021.**

**- 2021 ABS, ARTS AND RECREATION JOBS, SUMMARY**



CRAFT LAB 22, HERITAGE FESTIVAL 2022. PIC BY © TONY EVANS

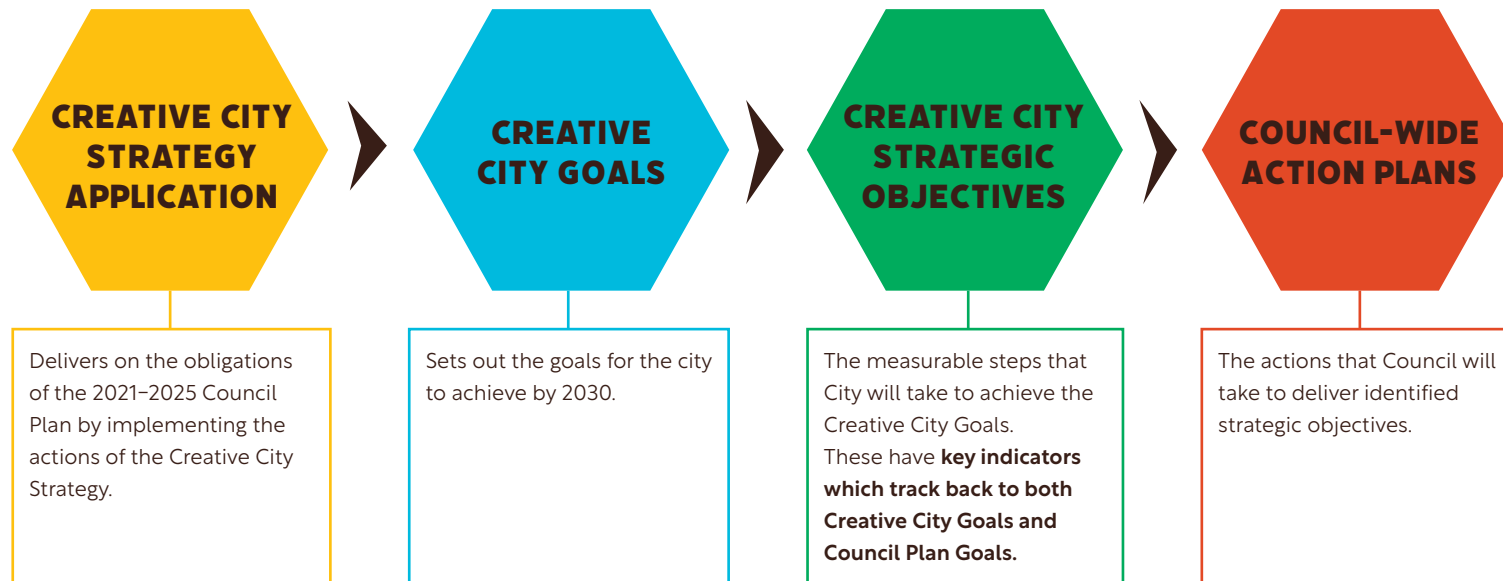
- ~ Young people more concerned about their sustainability: Confidence in the creative sector increased with age, with no one aged under 30 reporting confidence in the sustainability of their practice. 2/3 of those aged 15-30 are working and report that they are bringing in an income from other means, but they don't have enough opportunity to produce increased creative outputs. The remainder were not bringing in enough income to support their creative practice.
- ~ Older men are three times more likely to make all their income from the creative sector than older women: Men become more confident in their creative work as they age, with 40% of male respondents aged 60 over stating that they made 100% of their income from their creative work. Only 13% of women aged over 60 reported the same.
- ~ Photography, writing, architecture, education and design are the most likely to deliver full income streams
- ~ Ballarat's creative industries have longevity: A significant proportion of Ballarat's creative industries have been operating for over 10 years.
- ~ There is a sense of optimism in the creative industries in Ballarat: Of those creative industries who are currently employing staff, nearly 90% reported they were planning on hiring more staff in both the short and long term.

This research provides us with a baseline, and we will repeat the study over time.



# HOW TO READ THIS REPORT

## THE APPLICATION OF THE CREATIVE CITY STRATEGY



# GOALS FOR THE CREATIVE CITY STRATEGY 2019 – 2030

## CREATIVE CITY GOALS

Sets out the goals for the City to achieve by 2030. These directly respond to Goals in the 2021 - 2025 Council plan

**1** Ballarat is a creative city with entire community participation

More than 50% of Ballarat households will actively take part in one nominated cultural/creative program year in 2030. Indigenous programming evident in 30% of the City's creative and cultural events by 2030.

**2** Ballarat is a city where artists and creatives can sustain professional careers and prosper

Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.

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

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

**4** Ballarat's cultural economy and market is continually growing

Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.

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

Achieve 3,000 jobs in Creative Industries by 2030.

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

Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14% to 20% by 2030.

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

Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2019 and 2030.



# HOW DID WE DO?

The Creative City Strategy is a strategy which applies to all sides of the Council. In 2019 the City of Ballarat agreed to seven Creative City goals. Each goal has strategic priorities. The strategic priorities are adopted by each team, division and unit through implementation plans. These implementation plans are tracked and measured on a yearly basis.

1	GOALS	TARGET	OUTCOMES		
	<p>Ballarat is a creative city with entire community participation</p>	<p>More than 50% of Ballarat households will actively take part in one nominated cultural/creative program each year by 2030. Indigenous programming evident in 30% of the City's creative and cultural events by 2030</p>	<p>53% of Ballarat households took part in cultural/creative programs in 2021/22. <i>Data from Events, Libraries, Youth units, 2021/22.</i></p>	<p>Creative practitioners featured in 93 City of Ballarat produced events. <i>Data from Events, Creative City, Youth, Libraries, Visitor Economy units 2021/22.</i></p>	<p>Indigenous programming featured in 23% of City of Ballarat events. <i>Data from Events, Marketing, Creative City, Youth, Libraries units 2021/22.</i></p>
	<p>Ballarat is a city where artists and creatives can sustain professional careers and prosper</p>	<p>Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030</p>	<p>1,348 practitioners identified in the Ballarat and surrounding regions. The number of professional employed artists and allied creatives increased by a factor of 1.2 in 2021/22. <i>Creative City Sector Database report 2022.</i></p>	<p>A baseline of 63% of creative practitioners rely upon multiple strands of income to support their practice. <i>Creative City Sector Database report 2022.</i></p>	<p>29 different creative sectors represented within the Ballarat region with 87 different industry services provided by creative practitioners and businesses. <i>Data from Creative City Sector Database report 2022.</i></p> <p>The City of Ballarat has directly invested over \$600,000 in grants into the arts and creative sectors. <i>Data from Creative Inspiration Grant, Community Impact Grants and Strategic Partnerships, 2021/22.</i></p>
	<p>Ballarat has a strong domestic audience and consumer market for local creative product</p>	<p>Triple the aggregate number of attendances at nominated events and institutions in Ballarat, from residents, between 2018 and 2030</p>	<p>Over 125,000 people attended Council operated venues in 2021/22 <i>Visitation to Council operated venues, 2021/22.</i></p>	<p>Nearly 2/3 of creative practitioners report that they intend to increase the income they make from their practice <i>Creative City Sector Database report 2022.</i></p>	<p>Craft Lab event doubled attendance over four days from 2,000 in 2021 to 4,500 visitors in 2022.</p>

4	GOALS	TARGET	OUTCOMES			
	Ballarat's cultural economy and market is continually growing	Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030	27% of overnight visitors to Ballarat were cultural visitors who took part in arts, culture, Indigenous, heritage activities. More than 380,000 nights were measured for cultural tourism. <i>Tourism Research Australia, 2022</i>	35% of visitors to Ballarat invested in cultural experiences including art, culture, heritage and Indigenous activities. This equated to a sum of \$92million investment into the cultural economy. <i>Tourism Research Australia, 2022</i>	Heritage Festival 2021 wins gold at the Australian Tourism and Events Awards.	The Ceramic Heart project assesses the business case for opening up Federation University's ceramic studios for the community, successfully establishing a regular community focused service
	Ballarat is a city with strong representation of a variety of creative industries	Achieve 3,000 jobs in Creative Industries by 2030	Ballarat creative industries deliver an income of \$70.299 million, an increase of 105% since 2016. By comparison, the overall Ballarat economy has increased by 38% in that same time. <i>REMPPLAN Report, 2022.</i>	33 direct creative gigs, jobs and opportunities channelled through City of Ballarat to creative practitioners to the value of \$1mil. 30% increase on 2020. <i>Creative City gig tracking, 2021/22.</i>	Of those creative industries who are currently employing staff, nearly 90% reported they were planning on hiring more staff in both the short and long term. <i>Data from Creative City Sector Database report 2022.</i>	Just under 1 in 3 creative practitioners believe their practice is financially sustainable. <i>Data from Creative City Sector Database report 2022.</i>
	Ballarat is a city where strong creative capabilities are used throughout industry and the community	Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14% to 20% by 2030	STEAM qualified professionals currently make up 14% of the workforce compared with 20% for Greater Melbourne. <i>2016 ABS Census.</i>	Tailored business development and advice delivered by expert agencies to 24 different creative practitioners across visual arts, craft and music. <i>Creative City unit training program, 2021/22</i>	11 different training courses provided by the Creative City team, ranging from tax advice and business management through to information on NFTs. <i>Creative City unit training program 2021/22.</i>	
	Ballarat has a high-quality creative precinct which is vibrant, playful and tells the unique story	Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030	Foot traffic benchmarked 31+ minute dwell time hotspots identified at Art Gallery of Ballarat, the Regent, Armstrong Street North, Her Majesty's Theatre and Federation University Camp Street precinct. <i>Place Intelligence reporting, 2021/22</i>	Creative City Masterplan was applied to Bakery Hill and Bridge Mall redevelopment	City Design unit was formed and established the city's first Design Review Panel	Public Art collection fully catalogued on Victorian Collections. Site selection established for the Continuous Voices permanent public art memorial.



# THE STRATEGIC OBJECTIVES APPLICABLE TO DIFFERENT COUNCIL TEAMS



The measurable steps that City will take to achieve the Creative City Goals. These have **key indicators which track back to both Creative City Goals and Council Plan Goals.**

## STRATEGIC OBJECTIVES

## RESPONSIBLE TEAMS

**Creative Programming:** delivering best-in-class venues and supporting the creative sector; providing education and advocacy

Council operated Venues: Her Majesty's Theatre, Ballarat Civic Hall, the Eureka Museum and Art Gallery of Ballarat

**Festivals, Events and Activities:** embedding creative practice; securing creative legacies and measuring success

Events, Venues, Visitor Economy

**Sector Development:** building resilience and sustainability; providing structure, business growth, support and tracking

Economic Development, Creative City

**Marketing:** harnessing the skills of our creative economy to promote our city

Visitor Economy

**Community and Public Art:** comprehensive programs of creative practice pathways; collection management, new commissions for permanent and temporary art

Creative City

**Community Infrastructure:** education training, and support for community groups, spaces and location

Community Development, Creative City

**Creative City Master Plan:** identification of and response to arts and culture needs, activation of precincts through design and developments

City Design, Creative City

# TRACKING IMPLEMENTATION

Implementation plans have been directly translated from the Creative City Strategy. These are measurable actions which are tracked on a yearly basis.

The teams with Creative City, Events, our venues and destinations, Economic Development, Community Development, Visitor Economy and Marketing have all commenced reporting.

The Infrastructure and Environment directorate is yet to commence tracking. Library Services, Family, Youth and Children's Services and Recreation Services have yet to commence tracking.

The Creative City Masterplan initiatives deepened in 2021/22, and the teams of City Design, Economic Growth and Development Facilitation have all started to track their application of the Masterplan.

**Green** signifies that the project has commenced and completed or is ongoing.

**Yellow** signifies work which has commenced but has not yet completed or reached reporting stage

**Red** signifies work which has not yet commenced



# COUNCIL OPERATED VENUES AND DESTINATIONS

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22		
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	All venues are involved in the design and implementation of audience identification, participation and satisfaction research.	Art Gallery of Ballarat completed audience research with Morris Hargreaves McIntyre in 2021 and 2022.		
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development	All venues actively work to negotiate and secure world-class touring acts.	Art Gallery of Ballarat is working on an international exhibition for 2023 and in collaboration with Ballarat International Foto Biennale 23.	Her Majestys Theatre and Ballarat Civic Hall worked on attracting international acts, with acts now booked for 2022/23 financial year.	
	All venues are committed to curating and facilitating an annual program that involves local creatives and artists.	Art Gallery of Ballarat showcased the work of 23 regional artists in 11 Backspace exhibitions. Local artists included in exhibitions.	Over 60% of annual programming for Her Majestys Theatre, Civic Hall and The Mining Exchange incorporates local creatives.	Eureka Centre hosted locally produced theatrical and music performances, and commissioned First Nations artwork.
	All venues facilitate information-sharing and knowledge exchange, through the hosting of relevant and appropriate conferences, workshops, podcasts and panels alongside planned performances and exhibitions.	Art Gallery of Ballarat runs comprehensive public programs for every exhibition. Specific exhibitions may have panel discussions and workshops.	Her Majestys Theatre provides masterclasses, workshops associated with productions. Further workshops associated with eisteddfods, primary and secondary school productions, dance classes.	Eureka Centre has a dedicated education offering.
	Identify the world-class performers, makers and creatives from and within the Ballarat region.	Art Gallery of Ballarat showcased the works of local artist Trevor Smith in his exhibition A Fanciful Feast.		
	Compilation of a shared calendar between all venues, sharing information on the proportion of local content and suppliers.	All venues contribute to a shared Events Calendar. This currently does not include detailing of local content and suppliers. Action for 2022/23.		



## SURAYA LEWIS

I saw Kristy Sellers on TV with her aerial pole performance. That inspired me to try aerial silks and hoops. I loved how it was like dancing in the sky with an element of risk from being up so high. I'm 14 now and I've been doing aerals for three years.

**SHOW ME MORE** 

# FESTIVALS AND EVENTS

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22	OUTCOMES 2021/22	OUTCOMES 2021/22
<p>Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.</p>	<p>Actively identify and negotiate for appropriate and relevant touring exhibitions, shows and festivals to include Ballarat.</p>	<p>Art Gallery of Ballarat is actively collaborating with Ballarat International Foto Biennale for 2023</p>	<p>Her Majestys Theatre staff attend annual state and national showcases, and respond to pitches on content.</p>	<p>The Events team established an Events Strategy and an Events Acquisition Fund.</p>
<p>Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.</p>	<p>Provide a service to the creative sector to assist in the navigation of Council regulatory processes for creative activities and projects.</p>	<p>Creative City team created an engagement process through the Creative Ballarat website including advice on working with Council, becoming a vendor, and how to apply for gigs and contracts.</p>		
<p>Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.</p>	<p>Ensure all major events coordinated across the City, where there is City of Ballarat involvement, integrate the work of creative sectors and practising artists into activities.</p>	<p>Carols by Candlelight - local MC, musicians and bands on stage; Picnic in the Park - local event manager, local DJ, artists exhibiting or undertaking community activity; Ballarat Begonia Festival - local project manager plus local artists involved in delivery of laneway activations, Food Truck Fridays, Boom Box and Town Hall windows and promotional merchandise; Ballarat Heritage Festival - Local project manager plus local creatives involved in Craft Lab, craft workshops, event management and roving entertainment.</p>		
	<p>Evaluate the creative, visitor and economic impact various creative industry organisations and festivals bring to the City.</p>	<p>The Events team have established reporting on net inflow investment to the creative sector for all City of Ballarat events. Compiling and maintaining reporting on participation in creative activities within events. Actively using survey results to determine the creative drawcards in events.</p>		
	<p>Design and implement audience identification, participation and satisfaction research for each Festival and Event program run by the City.</p>	<p>The Events team rely upon new Quantum research which has been engaged to review target audiences for tourism. These audiences will inform future events and activities. Satisfaction research is now implemented for all events.</p>		
	<p>Major event partners are required to 'leave a creative legacy' of knowledge to the city. Ensure that all major festivals and activities hosted by external organisations in the city pass on skills and/or offer opportunities to appropriate local creative practitioners.</p>	<p>Events team requests that external event organisers engage up to 50% of their workforce and suppliers locally. Examples include SkyWhale tour presentations by the artist, involvement of local community choirs and performances. Requests made of major touring acts to engage with young musicians, provide skills talks and discussions and provide employment opportunities.</p>		



# BJ HUMPHREY

I am a singer/songwriter, multi-instrumentalist, audio engineer and producer. My time is split evenly between writing music and recording it. I write a lot of music, both as a solo performer and as a member of countless bands, so I learnt to record and produce songs out of necessity to keep track of everything.

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BJ HUMPHREY AND SARAH SPAVEN FROM HAVEN CITY. PIC BY © EBONY GULLIVER 2022



# ECONOMIC DEVELOPMENT

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Development of a centralised database focused on the creative industries and sectors.	Creative City Unit's database now operational, providing sector specific data. Benchmarked research completed. Plans to match the creative sector database against REMPLAN and business sector databases.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Ensure all relevant arts and creative based EOIs are circulated to identified groups internally and externally.	Creative Expressions of Interest and Requests for Quotes now online for easy public access. Procurement instructions have been added to the Creative Ballarat website. Creative City team providing advice to a range of different divisions of Council on how to source creatives for their work.
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Support and promote initiatives to introduce the wider Ballarat community to STEAM programs and activities.	Support the annual Get into Games Expo showcases elements of game design to local school students, commission and fund programs for local businesses that utilise creative design thinking approaches. City of Ballarat represented on the Central Highlands Innovations and Entrepreneurship Group and the Committee of the Ballarat Tech School.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Host ongoing focus groups from across the sectors to continually test the temperature of the community. Identify at-risk communities and structure sector specific responses.	Quarterly coffee catch-ups underway with the creative sector. Film producers network established which now meets regularly. Supported the development of social entrepreneurship network.
	Provide a service to the creative sector to assist in the navigation of Council regulatory processes for creative activities and projects. Streamline the planning and application process.	A Business Concierge function is a core function of the Economic Development Unit's service offering. This provides micro, small and home-based businesses with advice and support to navigate Council planning, licencing and regulatory processes in order to establish or expand a business locally.
	Institute a creative sector benchmarking program, to assess and evaluate the sector's sustainability. Assess the impact that creative industry investment has upon Ballarat's wider national and global reputation.	Commissioned SGS Economics to compile the Creative Sector Report which was first implemented in July 2021. Creative City team is set repeat the study in 2022. Founding member of the Victorian Creative Cities Network, impacting regional and national reputation and securing funding. Working with the Uni of Western Sydney to assess impact of UNESCO Creative City status upon Ballarat's wider global reputation.
	Support an arts incubator within the city that bring together arts practitioners, creative industries and businesses to collaborate and cross-fertilise ideas and concepts.	Currently in negotiation and planning phase to deliver Arts Incubator in late 2022 - early 2023.

# MARI TEED

From an early age I have always been interested in design and furniture. After year 12 I took a gap year in England working at a boarding school. There I met an upholsterer and the fascination continued. On return to Australia I sought out my apprenticeship with Patrick Navascues.

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IMAGE OF MARI TEED, MAVERICK UPHOLSTERY. PIC BY © LACHLAN PHYLAND, 2022



# ECONOMIC DEVELOPMENT

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
<p>Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.</p>	<p>Support existing initiatives that seek to place creative makers and industries into unused locations.</p>	<p>Landlord incentives through Bakery Hill development. Use of State Government's Outdoor Activation funding to commission creative installations in the shopfronts of Ballarat businesses through Ballarat Evolve in 2021 and 2022.</p>
<p>Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.</p>	<p>Establish relationships with institutions, major businesses to help uncover the innovators and inventors.</p>	<p>Membership and support for the Central Highlands Innovation and Entrepreneurship Group maintains Council's ongoing relationships with the range of organisations working in the local entrepreneurship and start up ecosystem. City of Ballarat support includes funding and in-kind assistance for entrepreneurship programs for micro businesses in Ballarat. City of Ballarat sponsors the Creative Industries category award for the Commerce Ballarat Business Excellence Awards.</p>
<p>Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.</p>	<p>Directly implement arts business training programs for creatives and arts practitioners and assist in helping them develop sustainable business practices.</p>	<p>Creative City team has continued micro-enterprise training and sustainability programs for the creative sector. 4 dedicated training programs hosted over 2021/22. A further deepening in 2022/23.</p>
<p>Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.</p>	<p>Identify and approach funding and research bodies to introduce them to Ballarat based organisations and individuals.</p>	<p>Established a relationship with Grant Finder, providing access for the community. Available grant programs are regularly communicated to our local creative businesses and are all searchable by local individuals and businesses.</p>
<p>Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.</p>	<p>Assist creative skills training organisations and individuals to reach additional audiences and provide networking and linking opportunities. Support the establishment of creative educational providers in the city. Work with non-traditional creative environments to engage with the creative sector to share knowledge and skills.</p>	<p>Business development programs using creative design thinking approaches have been offered to Ballarat businesses. The City of Ballarat agreed a 2-year strategic partnership with Runway Ballarat in 2021, to offer two rounds of their 'Ready, Set, Grow' program to businesses in Ballarat. This also includes open days to showcase the Runway fabrication laboratory and co working / incubator spaces to community members.</p>
<p>Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.</p>	<p>Document and identify the STEAM sector. Profile the industry breakdowns. Identify and document the numbers of lodged patents and innovations created within Ballarat.</p>	<p>Economic Development is tracking the overall economic output of the creative and performing arts sector, as well as allied STEM sectors, in monitoring the economic growth of the city. Tracking of the number of patents lodged is also part of this activity, to assist us to understand trends in our overall innovation levels.</p>

# SPENCER HARRISON

In my practice I distill color, form and space into ordered abstract structures that reflect on our lived urban experience. I'm very curious about the world around us and draw references from design, architecture, science and the built environment into my artworks.

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# MARKETING & VISITOR ECONOMY

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
<p>Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.</p>	<p>Design and implement target market identification for city-wide marketing initiatives, and provide guidance to Events, Venues and Arts &amp; Culture.</p>	<p>Tourism audience segmentation research was undertaken in 2020, and identified a clear and reliable profile of the current and potential visitor base for Ballarat. More information about these results can be found in the Traveller Experience Plan 2021–2030 and Destination Marketing Plan 2021–2024.</p>
<p>Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.</p>	<p>Ensure that local creatives, artists makers and producers are engaged to deliver services and content.</p>	<p>Six creative industry service providers were engaged to develop marketing content to promote Ballarat over the 2021/22 FY. This included film production, photography, printing, copywriting and others.</p>
	<p>Proactively identify and acknowledge the works of local creatives, artists, makers and producers in marketing tools produced.</p>	<p>Five creative producers including poets and creative industry retailers were involved in promotional programs showcasing their skills and experience in Melbourne. The Visitor Economy team provides space and allocation for the celebration of local makers and creatives in the Visitor Information Centre, a rotating display to mark the city's UNESCO Creative City status.</p>



# JENNA OLDAKER

I'm a contemporary Indigenous artist, focused mainly on visual art through painting. I work mostly with acrylic paint on canvas, and if you've ever seen my artwork before, you will know it's very brightly coloured! My passion is to create highly customised and unique artworks.

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JENNA OLDAKER, WADAWURRUNG TRADITIONAL CUSTODIAN AND VISUAL ARTIST, PIC BY © LACHLAN PHYLAND 2022

# COMMUNITY AND PUBLIC ART

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Proactively identify and acknowledge the works of local creatives, artists, makers and producers in marketing tools produced.	The Creative City team advocates for rates of pay recommended by the National Association of Visual Artists and the Musicians Union. All listed opportunities and gigs listed on Creative Ballarat website must recognise artist and creative's accurate pay rates. Recommendations and advocacy made with third parties as well as Council throughout 2021/22. Ongoing service and advice provided.
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Consolidate all community art activities of the Council – providing opportunities for exhibition, rehearsal and performance through Council operated spaces	The Creative City team currently manages three exhibition and performance locations. Art Space Ballarat, 14 Lydiard Street North - 7 exhibitions and activations by local creatives. Unicorn Lane Exhibitors, Unicorn Lane, Ballarat Central - 6 exhibitions by local creatives. UNESCO Display, Visitor Information Centre, Town Hall - 22 local exhibitors.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Facilitate information-sharing and knowledge exchange, through the hosting of relevant and appropriate conferences, workshops, podcasts and panels.	Newsletter (monthly) to a mailing list of 1500; Facebook and Instagram page reaching more than 3,500 followers. Continually updated website securing 42,000 visitors in the 2021/22 FY, up from 31,000 in 2020/21 FY. In person Coffee Catchups hosted quarterly with attendances rising from 8 to more than 25 people per event.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Creation of a centralised database of creative sector service providers; providing access to these both within Council and to others throughout the community.	Centralised database established tracking the sector a creative is working within, and the different types of services they provide. 1,348 individual practitioners identified in the Ballarat region at end 2021/22 FY. Streamlining the offering of gigs and opportunities to practitioners, while also working within Council to help refine requests of the creative community. 33 direct creative gigs, jobs and opportunities channelled through City of Ballarat to creative practitioners to the value of \$1mil.
	Align with industry relevant bodies.	Memberships and relationships established with Theatre Networks Australia, Arts Law Australia, Music Vic, National Association of Visual Artists, Craft Vic, Creative Victoria and the World Craft Council.
	Proactively identify creative practitioners, artists and creative industries businesses in the wider city as they establish their businesses or move to the city.	Capturing data actively through the Creative Ballarat website, identifying new practitioners through social media channels and hashtag searches. Also linked with the Economic Development team to highlight creative industries as they contact Council. This process currently remains reactive. Proactive initiatives in development.





## GORDON MONRO

My art is mostly abstract and process-driven. I need an inspiration, a starting point, which usually involves some kind of process. I then write a computer program to carry out the process, which can be simple in theory, but typically involves a lot of trial and error to flesh out the rough idea into something that will actually work as art.

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# COMMUNITY AND PUBLIC ART

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Track and document the economic health and resilience of the creative sector.	Developed and implemented a census report to measure sustainability and sector confidence. Set to repeat on a yearly basis.
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Maintain clear pathway for creatives and artists to make and display their work. To examine the opportunities for new locations and opportunities for creatives to make and display their work.	Creation of Community Art Pathways program to support artists to exhibit their works – providing opportunities for emerging, mid-career and established artists. Launched August 2020. Visual arts program pathways operational. Music pathways operational. Theatre and performance pathways underway. Creative industries programs yet to commence.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Facilitate and assist local creatives in accessing streams of funding inside and outside the City.	Established the Creative Inspiration Grant working in collaboration with Regional Arts Victoria. Ongoing program and budgeted for 22/23. Thirty artists and creative practitioners assisted throughout 2021/22.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Rewrite and implement a new Public Art policy. Development of a temporary and ephemeral art program, complementing the public art program.	Public Art Policy drafted and approved May 2021. Currently applying new policy. Working on supporting guidelines for curation, management and conservation.
	Track temporary and ephemeral art through audit research of the city surrounds. Identify 'future heritage' artworks for conservation and management.	All permanent collection pieces now catalogued on the Victorian Collections Database. Comprehensive collection management report completed, assessing priorities of restoration, conservation and repair.
	Establish temporary public art initiatives, utilising surfaces around the city.	Temporary public art program in Alfred Deakin Place, Ballarat Central, continued with George Goodnow's installation 'Magic Mirror'. Reviewing and developing a temporary and ephemeral art program for 2022/23.
	Identify, support and promote the existing creative learning opportunities that Ballarat currently offers – both formal and informal. Identify and celebrate the movers and shakers who are offering their services to share their skills, knowledge and experience.	Identification of top tier practitioners has commenced across major sectors of Visual Arts, Music, Craft and Theatre. Structured approach to ensure all projects now include identification of top tier practitioners and provision of tailored training, education and mentoring. Support offered to over 50 practitioners in 2021/22 in Craft, Music and Theatre.





## GELAREH POUR

In Iran, I trained in classical Persian music at University of Art Tehran, and whilst improvisation is a huge part of Persian music, I hadn't yet explored improvising across as wide a range of genres as I have since arriving in Australia. I've really enjoyed expanding my musical collaborations and expanding on work with media and various art organisations.

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GELAREH POUR'S GARDEN, PIC BY © JUAN CASTRO AT BAKEHOUSE STUDIOS



# COMMUNITY INFRASTRUCTURE

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22	
<p>Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.</p>	<p>Establish and maintain a regular ongoing training program for creatives and practitioners. Provide regular and ongoing supply of resources, and ensure it is part of the arts and culture programming. Track performance of the program.</p>	<p>A library of training resources has been created, now housed on the Creative Ballarat website. This includes a series on Business Basics, managing rejection, joining creative associations and resources for managing COVID. New training programs include one off panel discussions on topical issues and networking events for maximising marketing opportunities. Additionally invested in third-party experts delivering business resilience training through Arts Action.</p>	
<p>Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.</p>	<p>Identify, document and support where possible school holiday intensives and other structured courses that introduce community members to the arts.</p>	<p>Secured \$75,000 Creative Victoria funding for the development of a business case for the opening up of Federation University ceramics studio to the community. Developed and implemented a series of consumer facing initiatives and presented new models of governance to the university for ongoing consideration. Federation University resolved to continue offering the access.</p>	
<p>Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.</p>	<p>Identify and support grassroots training and educational businesses and groups who are providing creative workshops and art classes.</p>	<p>Identification of service suppliers has commenced. Educator sector added to the creative sector database. This work is prioritised for 2022/23.</p>	
<p>Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.</p>	<p>Collaborate and link Council units and divisions such as Intercultural Services, Youth Services and Early Childhood with creative contacts and service suppliers.</p>	<p>Commenced with supply of contacts and collaboration on request. Have worked to support Healthy Eating, Early Parenting and Disability. Further work to be undertaken in this FY.</p>	
<p>Establish networking programs between creative industries and artist practitioners to work closely with sports, education, health institutions as well as major private companies to develop beneficial relationships Document the uptake and participation in after-school creative classes and activities.</p>	<p>Work planned for 2022/23.</p>	<p>Utilise sporting locations for large scale arts projects. Work to improve the relationships with secondary and tertiary educational providers as well as RTOs to encourage linkages with the arts and creative sectors. List and document the existing STEAM providers and provide them with consistent information.</p>	<p>Work planned for 2023/24.</p>



# KATE BERRY

I have a mad love for underutilised spaces and matching them with music performances, art installations, and opportunities for connection. The greatest joy is I get to work with incredibly talented and big-hearted people who create amazing experiences for people from all over get to enjoy.

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FOUR SEASONS  
PHILLY PA. 1992  
TOTAL LANDSCAPING  
EST. 1988

# CREATIVE CITY MASTERPLAN

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Identification of and response to arts and culture infrastructure needs.	Completion of an arts and culture infrastructure report together with KPMG. Submission of content, and provision standards recommendations, into the City of Ballarat Community Infrastructure report.
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Creation and development of a city-wide design charter.	Design Review Panel instituted. Currently undertaking desktop research into relevant guidelines and protocols. To draft up the premise of a design charter for the city.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Development and application of a Public Realm palette.	Public Realm palette has been developed and applied to a range of projects including Parklet, Bakery Hill / Bridge Mall / Civic Hall and Gov Hub precinct, Armstrong Street application. Analysis undertaken and a series of options provided.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Development and application of CBD Urban Design Framework.	Public Realm palette has been developed and applied to a range of projects including Parklet, Bakery Hill / Bridge Mall / Civic Hall and Gov Hub precinct, Armstrong Street application. Analysis undertaken and a series of options provided.
	Identification and negotiation of existing and planned available surfaces, walls and spaces for creative activation.	Site mapping for temporary public artworks of the city has been identified as a priority for 2022/23 FY.
	Activation of the Lydiard Street precinct and focus on development of an arts and culture precinct.	Working alongside Federation University on campus reinvigoration. Examination of opportunities with potential World Heritage listing.





**THANKS**