

# Our People, Culture & Place

A new heritage plan  
for Ballarat  
2016 - 2030

**PRELIMINARY  
HERITAGE  
PLAN**

For discussion  
August 2016



**Step 2: Incentives and Regeneration**



FINE ART GALLERY

BALLARAT  
FINE ART  
GALLERY

BONES BUILDINGS

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# Step 2: Incentives and Regeneration

## AT A GLANCE

There is a need to better connect Ballarat’s heritage with both social and economic goals. Culture and citizen-led regeneration projects and financial tools can help us to make sure our heritage has a vibrant future. This section proposes a number of options including rolling out culture/citizen-led transformation strategies and establishing innovative financial solutions.

Many changes have occurred in Ballarat, but the period from the 1950s onwards saw new challenges that have had a big impact on how we use and see the city, and how we deal with change. Impacts on Ballarat’s heritage included the removal and deterioration of some features and places of cultural significance. Lack of understanding, relevance, use or appeal can make heritage highly vulnerable. There are movements occurring around the world to ‘take-back’ and ‘reconnect’ heritage through regeneration and culture-based projects.

### What does HUL need us to do?

The HUL approach is interdisciplinary, bringing social, economic and environmental goals and heritage conservation goals together. This provides new perspectives on our historic city, making Ballarat’s heritage a highly relevant, appealing and core part of the city’s evolving future. Under the HUL, sustaining Ballarat’s heritage becomes integral to economic growth, ensuring the city’s distinctive attributes are embraced as a competitive edge, thereby creating a *virtuous cycle* (Figure 8). This can help to resolve issues like *demolition by neglect*, maintenance deficiency, vacancies and development conflicts in Ballarat.

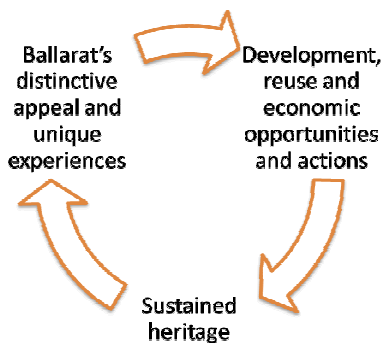


Figure 8 Creating a virtuous cycle by connecting conservation, social, economic and environmental goals

### What are we doing now?

In general, heritage conservation and social and economic disciplines are mostly isolated from each other as well as from local citizens, mainly because they have become quite specialised. Over recent years, citizens are becoming much more engaged, and disciplines are starting to become more integrated in response to the new challenges facing cities today.

In 2010, the Ballarat City Council adopted the *Preserving Ballarat’s Heritage Strategy* which began evolving heritage practice to be more proactive in this area. For example, conservation grants for heritage property owners were introduced which has helped to reinstate historic verandahs and facades, and conserve properties. Additionally, increased support for property owners and community organisations was put in place. The strategy has assisted with a number of economic and social outcomes for the city. Additionally, the City of Ballarat has introduced major events, such as the Ballarat Heritage Weekend, which celebrate the city’s diverse and significant heritage, bringing the city to life over the Mother’s Day weekend. Recently, the City of Ballarat has been delivering regeneration projects, such as the

Armstrong Street streetscape works, arts-based projects and local community empowerment programs. Results are beginning to appeal to a number of businesses attracted by Ballarat’s unique places, spaces and even stories, as well as building community pride and prioritising the things that contribute to local identity.

#### Next Steps

While there has been success to date, the HUL approach requires practice and delivery to be much broader, more holistic and even better integrated.

We’re proposing to:

- Better connect Ballarat’s heritage with social and economic goals
  - Deliver ‘culture/citizen-led’ transformation strategies.
  - Undertake Cultural Resource Mapping to contribute to delivery of transformation strategies, planning and projects.
  - Interact with heritage in new ways through culture-based ‘pop-ups.’
  - Continue to support and grow key cultural events including the Ballarat Heritage Weekend.
  
- Make the best use of incentive and awards programs
  - Continue to fund support for heritage place owners.
  - Create a sustainable funding strategy.
  - Grow the Heritage Awards program .

### PRINCIPLE 3: BETTER CONNECT BALLARAT’S HERITAGE WITH SOCIAL AND ECONOMIC GOALS

#### PROPOSAL 11: Deliver culture/citizen-led transformation strategies

Urban regeneration is a conservation method that can bring back life, activity, relevance and function to historic places and strengthen the identity of local communities. Globally, culture-based processes are seen as the best practice approach for historic cities. It is different to traditional concepts of urban regeneration (or revitalisation) that focus more narrowly on job creation alone.

Culture/citizen-led regeneration requires launching from the unique experience that

places can offer – through heritage, local culture and identity - so that these things become integral to the transformation model and therefore self-sustaining into the future.

Factors to be considered include: conservation; socio-economic revitalisation that strengthens cultural and creative industries and ensuring ongoing support in regenerated places; keeping local citizens and stories in local places; environmental and accessibility upgrading of properties and spaces; and local pride and ownership of the project.

The ‘Main Street America’ program provides a proven model that could easily be applied in the Ballarat context. The program is being explored by the National Trust of Australia (Vic) for application in the Central Victorian Goldfields region. This paper proposes to incorporate the Main Street program’s methods into the final heritage plan (Case Study 5).

#### PROPOSAL 12: Undertake Cultural Resource Mapping to contribute to delivery of transformation strategies, planning and projects

Historic cities act as incubators for creativity; therefore, creative/cultural industries and heritage are mutually beneficial and reinforcing.



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While we know the locations of Ballarat’s heritage places (i.e. Ballarat Heritage Database) and have a growing database of artists, arts-based organisations and arts spaces (i.e. ArtsAtlas), we don’t have integrated knowledge of these and other types of cultural resources to help foster these industries and guide our projects and planning. *Cultural resource mapping* can help us to better nurture creative industries and cultural experiences and help deliver more effective transformation strategies across Ballarat (Case Study 6).

<sup>38</sup> Public art in historic Ballarat laneway. Image source: Deborah Klein

## Case Study 5

### The Main Street America Program

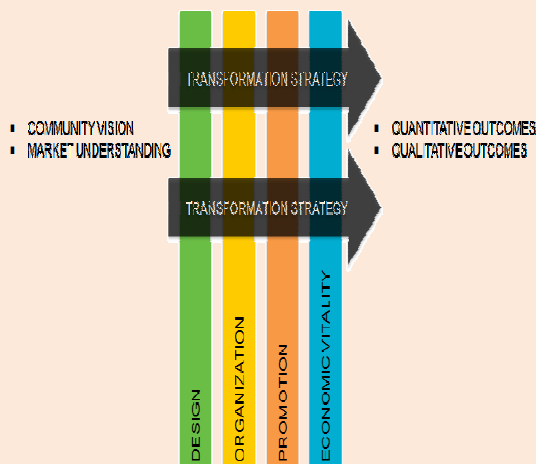


The Main Street program implements a revitalisation approach which guides communities in embracing both the art and science of transforming urban precincts using “a common-sense, strategy driven framework.”

The program, which has established itself over the last 35 years, has successfully delivered effective community-led transformation programs for 2,000 historic city centres.

At the heart of the program model is the need to build on the unique experience that each city can offer. Integral to its success, the approach identifies “that a place’s distinctive characteristics and older and historic buildings are its greatest assets” and should be embraced to foster better economic and social outcomes.

There are three main components to the main street approach: the inputs (community vision and market-based understanding), the transformation strategy and the outcomes (diagram below).



The transformation strategy includes:

**Design:** involves creating distinctive spaces to entice people to visit. This includes designing attractive storefronts, enticing window displays, clean streets and sidewalks, and effective signage.

**Promotion:** involves marketing what makes the city distinctive. It creates excitement via street festival parades, retail events and image development campaigns.

**Economic Vitality:** involves analysing current market forces to develop long-term solutions and implementing economic restructuring activities.

**Organisation:** involves building a broad volunteer framework that is equally represented by civic groups, merchants, bankers, citizens, public officials, chambers of commerce and other relevant stakeholders.



Image Source: View of the International Storytelling Centre  
<http://www.preservationnation.org/main-street/main-street-news/story-of-the-week/2016/storytelling-community.html#.VzLNkJcRBc>



Image source: Wisconsin's Success Story  
<http://www.preservationnation.org/main-street/main-street-news/story-of-the-week/2016/wisconsin-great-american.html#.VzLMONJcRBd>  
 Case study information source: <http://www.preservationnation.org/main-street/?referrer=http://mainstreet.org/#.VzKXnDV97q4>

- ? Which elements of this program would be most appropriate for Ballarat?
- ? Are there similar programs we should look at?

## Case Study 6

### Understanding the scope of Cultural Resource Mapping: Ottawa Valley Cultural Map

'The purpose of *OttawaValleyCulture.ca* is to help build the capacity of local cultural professionals - and by extension local governments - to nurture and support cultural development in Pembroke and throughout the entire Ottawa Valley. The City of Pembroke, County of Renfrew and the Ottawa Valley Tourist Association, together, support the work of artists and arts and cultural organizations and recognize the important contributions they make to [their] local economy. They not only contribute to its well-being and sustainability, they also help to attract new visitors.' Part of the Cultural Mapping Project also included identifying important stories.

#### Cultural Heritage



This resource explores the culture of historical and heritage buildings, sites and objects.

**Assets include:** built heritage properties, cemeteries, churches, historical & heritage sites, historical plaques, local monuments, and public art.

#### Cultural Industries



This resource reveals the enterprises engaged in creation, production, manufacturing and distribution of cultural goods or services.

**Assets include:** advertising, antique stores, architecture, archives, art dealers, art galleries, book publishers, book stores, cinemas, dance companies, design services, film & video production, interactive & digital media, internet publishing & broadcasting, libraries, museums, music stores, newspaper & periodical publishers, other performing arts, photography, pottery & ceramics, printing, radio and television broadcasting, sound recording, and theatre companies.

#### Cultural Facilities and Spaces



This resource contains entertainment of cultural activity within the sectors of public, private, and non-profit.

**Assets include:** archives, art galleries, artists' studios, arts centres, community centres, dinner theatres, interpretive centres, libraries, museums, other spaces or facilities, and restaurants & bars with live music.

#### Festivals and Events



This resource holds a variety of festivals and events that occur in the local areas of the Ottawa Valley.

**Assets include:** aboriginal festivals, artists or artisan tours and events, authors festivals, country fairs, craft shows & festivals, farmers markets, film festivals, food & wine tours, gallery or studio tours, multicultural festivals, music festivals, natural and cultural heritage tours and events, other festivals & events, public art tours, and seasonal celebrations.

#### Community Cultural Organizations



This resource includes a variety of organizations in the community defining in arts, heritage and ethno-cultural attractions.

**Assets include:** aboriginal organizations, arts instruction, arts organizations, heritage organizations, and multicultural organizations.'

Source: <http://www.ottawavalleyculture.ca/>

#### Yogi's Sports Bar

*Cultural Facilities and Spaces -> Restaurants & Bars with live music*  
1027 Victoria Street, Petawawa, K8H 2E2  
-77.281644, 45.8989293



#### Windsor Tavern Dining Room

*Cultural Facilities and Spaces -> Restaurants & Bars with live music*  
147 Mackay Street, Pembroke, K8A 1B8  
-77.1110022, 45.8276215



#### Wilno Tavern

*Cultural Facilities and Spaces -> Restaurants & Bars with live music*  
17589 Highway 60, Wilno, K0J 1N0  
-77.5596661, 45.5117826



#### Wild Craft Classworks (Deb Wildsmith)

*Cultural Facilities and Spaces -> Artists Studios*  
Combermere, K0J 1L0  
-77.695542, 45.36038



#### Westside Tap and Grill

*Cultural Facilities and Spaces -> Restaurants & Bars with live music*  
1200 Pembroke Street West, Pembroke, K8A 7R8  
-77.1457184, 45.8322



#### Westmeath and District Recreational Centre

*Cultural Facilities and Spaces -> Community Centres*  
119 Synton Street, Westmeath, K0J 2L0  
-76.8871826, 45.8176774



#### Waba Cottage Museum

*Cultural Facilities and Spaces -> Museums*  
24 Museum Road, Burnstown, K0J 1G0  
-77.111123, 45.820991



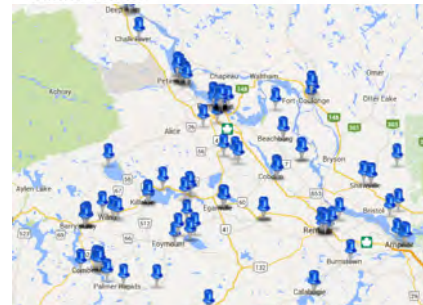
#### W.B. Lewis Library

*Cultural Facilities and Spaces -> Libraries*  
55 Ridge Road, Deep River, K0J 1P0  
-77.4901126, 46.1029054



#### Victoria Rose Tea Room and Fine Dining

*Cultural Facilities and Spaces -> Restaurants & Bars with live music*  
193 Victoria Street, Pembroke, K8A 4K2  
-77.113587, 45.8264232





**PROPOSAL 13: Interact with heritage in new ways through culture-based 'pop-ups'**

Pop-ups hold lots of potential for our historic city. As they aren't permanent they allow us to evolve the way we engage with Ballarat's heritage in all sorts of new ways over time (Case Study 7). To encourage pop-ups we need to investigate if any regulations might be unreasonably restrictive and work to solve any issues. Additionally, we need to develop an info kit – providing, for example, creative solutions to temporarily affixing things to heritage buildings or things to be aware of when on culturally significant land; who to contact and when.

**Case Study 7**

**Pop-ups**

**Hotel Shabby Shabby**

'Have you ever travelled to a city and had trouble deciding which hotel to choose? You wanted it to be central, but you also wanted it to be near nature or maybe have a source of water nearby. If you'd have paid a visit to the German town Mannheim this spring, you wouldn't have to stress about that. Hotel Shabby Shabby was offering 22 temporary rooms spread all around the city, each one on its unique location.

The pop-up rooms gave residents of Mannheim an opportunity to be guests in their own city, maybe see it in a new angle, and wake up to the sound of singing birds in Luisenpark, river waves on the bank of the river Neckar, or to a breathtaking view. International guests were welcome as well.'

Participants came up with 22 ideas for one-of-a-kind hotel rooms that were built in the construction camp near Theater der Welt and later transported to unexpected locations across the city. There was a room set up in a fountain, one on the rooftop of a house and one built around the statue of German writer and philosopher Friedrich Schiller, who kindly offered his hand as a clothes hanger.'



Source: <http://popupcity.net/22-hotel-rooms-built-from-trash-in-mannheim/>

**QUESTIONS:**

- ? Can you imagine going to dinner with Queen Victoria or listening to a present day poet under the Robbie Burns statue? What ideas do you have for pop-ups in Ballarat?
- ? What other ideas do you have for culture-based regeneration in Ballarat? What do we need to do to support these ideas and what do we need to be aware of?

**PROPOSAL 14: Continue to support and grow key cultural events including the Ballarat Heritage Weekend**

Cultural events are an important way of regenerating heritage by providing exciting and fun experiences and engagement with this important resource. Events also enable us to engage with our intangible cultural heritage - a large motive for people to attend festivals and events is cultural exploration.

The Ballarat Heritage Weekend (started in 2006) and the Begonia Festival (started in 1953) are two local examples of tangible and intangible heritage in action. Whilst community events like these are largely focussed on important local outcomes, such as building community connectedness and pride and local vibrancy, they are also major tourist attractions and generate significant tourist based economic impact for Ballarat.



Image12 Ballarat Heritage Weekend cultural event occurs in May each year and attracts more than 15,000 people.

## OPPORTUNITY: Reconnecting Lydiard Street through interpretation, regeneration, artisans and public spaces

Lydiard Street is becoming a street of two halves. While the North end of Lydiard Street has regained some of its grandeur with reinstated verandahs and seasonal events, the South end of Lydiard Street has lost some of its strength due to visual clutter (like street signs and traffic lights), changes in use and loss of some historic features.

There are many opportunities for action, for example:



Past photos show that Lydiard Street was used for informal gathering spaces and trading of mining shares. It was an active area for people; now it is dominated by cars. There is an opportunity to reintroduce places for people to gather and meet and better link the pedestrian experience from the grand Railway Station, past the Art Gallery of Ballarat and Her Majesty's to the former School of Mines and old Gaol.



Telling local stories through public art interpretation and linking with the area's intangible past could also be explored. This could include celebrating the area's industrial history (like the Phoenix Foundry with its steam locomotives) through visual design cues in streetscape elements, or even supporting an artisan/rare trades quarter to become established in the area.



Some of the area's distinctive features have long since disappeared, like the former National Mutual Buildings' ornate verandah and dome or the tram poles which would have been great for decorations and even 3D projections today. Even reinstating just some of these features could help to lift this significant historic area immensely and improve the quality of the experience and its appeal.

Regeneration could bring back a sense of arrival, vibrancy and place, ending at the FedUni SMB campus with spaces for markets and events.

Steps would include:

- Setting up a stakeholder-based 'transformation committee' to drive the project and engage directly with property owners (see PRINCIPLE 3 on page 40).
- Assess the possibilities and scope up possibilities (which includes understanding and working with stakeholders, including the local community, potential public/private partnerships, businesses and landowners).
- Rolling out initial urban design, streetscape works and events/public art opportunities to inspire new investment.
- Identifying conservation funding opportunities to help property owners reinstate lost features.





#### Image sources:

*Previous page-*

LYDIARD STREET (MAIN IMAGE): Pictures collection, State Library of Victoria. Creator: Rose Stereograph Co [c1920-1954].

LYDIARD STREET (INSET): Pictures collection, State Library of Victoria. Creator: Harvey, John Henry (1875)

ARTISAN WROUGHT IRON: <http://www.villadelatorre.com/?p=1284> and <https://www.pinterest.com/lmwfpinterest/wrought-iron/>

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STREETSCAPE TODAY: City of Ballarat

LYDIARD STREET SOUTH: <http://www.domain.com.au/property-profile/20-lydiard-street-south-ballarat-central-vic-3350>

FORMER NATIONAL MUTUAL BUILDING: Victorian Heritage Register (National Trust listing) <http://vhd.heritagecouncil.vic.gov.au/places/67586>

## PRINCIPLE 4: MAKE THE BEST USE OF INCENTIVE AND AWARDS PROGRAMS

### PROPOSAL 15: Continue to fund support for heritage place owners

Funding for heritage restoration projects, particularly those that reinstate high-value features, is essential. Regeneration of Ballarat's heritage streetscapes is difficult without this level of support. The City of Ballarat provides grants for private, commercial and not-for-profit owners of local heritage places (Case Study 8). Additionally low-interest loans are available. This preliminary plan proposes to continue funding for heritage place owners.

### Case Study 8

#### Ballarat's heritage grants

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 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 partnership with the Victorian Heritage Restoration Fund.



Above: The City of Ballarat's grant program has helped owners undertake large scale and small scale conservation works, including reinstatement of 'Jackson's' verandah in Lydiard Street.

More info on the City of Ballarat's heritage grants is available at: [www.vhrf.org.au](http://www.vhrf.org.au)

More info on the City of Ballarat's loans program is available at: <http://www.ballarat.vic.gov.au/sh/heritage/heritage-grants-and-loans.aspx>

### PROPOSAL 16: Create a sustainable funding strategy

Over the past few years heritage funding has narrowed, making some large scale conservation projects a challenge. Owners need to be able to justify spending money on reinstating ornate verandahs and other façade upgrades. Without a substantial percentage of funding, this can be particularly difficult for not-for-profit organisations and private owners. Additionally, the availability of specialist trades to undertake conservation works can be limited.

In addition to the City of Ballarat's heritage grants program, the City has been working to encourage private investment in heritage through streetscapes works and public art projects to great effect. Additionally, a new revolving heritage fund for the Central Victorian Goldfields is being advocated for as part of the World Heritage bid and National Heritage Tourism region project.

Further creative thinking is required to help mobilise owners to take action:

- Cultural and creative industries can be attracted to take up unused historic buildings and empty spaces.
- Funding aimed at increasing employment could target specialist heritage skills – even creating a niche market.
- Identifying how conservation projects fit into other funding streams, Public-Private Partnerships (PPP), public trusts, foundations, regulated contributions and other innovative financial solutions can also help (Case Study 9 and Case Study 10).

It is essential that a coordinated approach is actioned to achieve holistic outcomes for Ballarat's heritage. This paper proposes to work with various funding organisations and sectors to develop a sustainable funding strategy for Ballarat's heritage.

#### QUESTION:

- ? Do you know of other cities using innovative funding models? (E.g. Glasgow has been able to rebuild a lot of its lost facades).
- ? Who should be involved in developing a sustainable funding strategy for Ballarat's heritage?

## Case Study 9

### Stadsherstel Amsterdam

Stadsherstel Amsterdam is an incorporated company which rescues monuments and iconic buildings and carefully restores them for rent. The buildings are purchased by the company so that a good state of repair and ongoing maintenance is guaranteed. The organisation makes a significant contribution to:

- the preservation of built heritage for future generations;
- collective awareness of urban development in a historical context;
- access to monuments; and
- the preservation of restoration crafts.

Since its inception in 1956 Stadsherstel has saved 600 buildings in Amsterdam, including buildings that were about to be demolished. Stadsherstel Amsterdam is a company with a social purpose; shareholders (including large banks, insurance companies and the City of Amsterdam) receive a modest dividend. The remaining earnings stay within the company to undertake new projects, supplemented by Government subsidies. The organisation carries out its activities with respect for heritage, the environment, tenants, shareholders and other stakeholders. With a restoration turnover of an average of ten million per year and ownership of more than 600 properties with a total value of over 178 million Euros, Stadsherstel is one of the largest organisations in the Netherlands. The organisation is affiliated to the Association of Friends of Stadsherstel with over 2500 friends and supports more than 35 years of restoration work Stadsherstel.

Source: <http://www.stadsherstel.nl/28/diversen/over-stadsherstel/> and Bandarin, F, Van Oers, R (2012) *The Historic Urban Landscape: Managing Heritage in an Urban Century*: Wiley

## Case Study 10

### Working Heritage (Formerly Mint Inc.)

Working Heritage is a Committee of Management appointed by the Minister for Environment, Climate Change and Water under the Crown Land (Reserves) Act 1978. Their role is to revitalise Victoria's treasured places to ensure they have a purpose now and in the future.

Working Heritage is appointed to manage places that are no longer needed for their original function.

Their approach is to work with tenants to conserve cultural significance, develop compatible uses and adapt buildings to suite contemporary needs. A family home becomes a restaurant, a mint becomes a museum and a courthouse becomes a theatre. Finding a balance of commercial and community uses for these places means they can fund their work as well as creating affordable spaces for community groups.

Source: <http://www.workingheritage.com.au/about-us>

### PROPOSAL 17: Grow the Heritage Awards program

The Ballarat Heritage Awards have been held successfully for the past six years. The Awards are a great way to say thank you to individuals and celebrate their achievements and build momentum for heritage in the broader community. Run in conjunction with the National Trust of Australia (Vic) Ballarat branch, these awards are now part of a bigger program that includes a number of municipalities across Victoria.

Most recently, the Victorian Environmental Assessment Council's report on Historic Places included a draft recommendation for the establishment of a state-wide awards program for people associated with historic places on Crown Land reserves.<sup>39</sup> There is growing awareness of the benefit of heritage awards in Victoria and other jurisdictions.

Growing the heritage awards program by encouraging key organisations and government departments to introduce a state heritage awards program held every two years is an option. Every alternate year could include the local award program with winners from each category going on to the state award. Growing the awards in this way would make it more sustainable with greater impact.

### QUESTIONS:

? Who else is talking about introducing heritage awards programs?

<sup>39</sup> Source: <http://veac.vic.gov.au/documents/Historic%20Places%20Report-DPP%20final%20-online2.pdf>