



The Great Takeaway, (c) Tony Evans

CREATIVE CITY REPORT CARD

2022/2023



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Executive Summary



The award-winning Creative City Strategy, endorsed by Council in 2019 is approaching its halfway mark. Many of the early-identified systemic issues have now been addressed and structural barriers to the creative sector have been removed. The City of Ballarat activities and services have been improved, and pathways built.

The networks of creative practitioners within Ballarat are wide. The city is more and more being seen as a city with a creative heart, with clear acknowledgement of the value this creative capital delivers to the region. Creativity makes us unique. It makes Ballarat, Ballarat.

But the impact of economic pressures, rising costs of living, housing affordability and unexpected crises such as the pandemic have negatively impacted the creative sector. Ballarat is not isolated in experiencing waves of change which pre-date the pandemic. The way in which music is consumed, interaction with theatre, even reading the news, have gone through seismic shifts. COVID has fast tracked these cultural changes.

Ballarat has experienced falls in creative sector full time employment along with drops in creative revenue. However there have been commensurate rises in self-employment and a burgeoning of micro-enterprises.

While Ballarat is a creative city, it is also a city of independent makers and nimble practitioners who are not always weathering the economic storms safely.

The Creative City Strategy was established to help build the resilience of creative practitioners and the creative sector overall.

Commencing before the pandemic, the Strategy has been successful in shoring up and helping to advocate for the sector. But there are further opportunities for the Strategy to achieve its goals of helping to protect and nurture our Creative City.

The 2022/23 Report Card reveals that the City of Ballarat is successfully applying the recommended actions, and this is delivering positive effects for the creative sector.

The Creative City Strategy is delivering jobs and opportunity for the sector. It is identifying and securing creative capital. The Strategy is achieving what it set out to do.

The next challenge is to implement the Creative City Strategy as it matures into its mid-phase.

[Jump to the Report Card](#)





*“It makes
Ballarat,
Ballarat.”*

*Sweat Dreams perform in Ballarat Boom Box,
(c) MedaDesign*



Ballarat Creative Sector

2022/2023

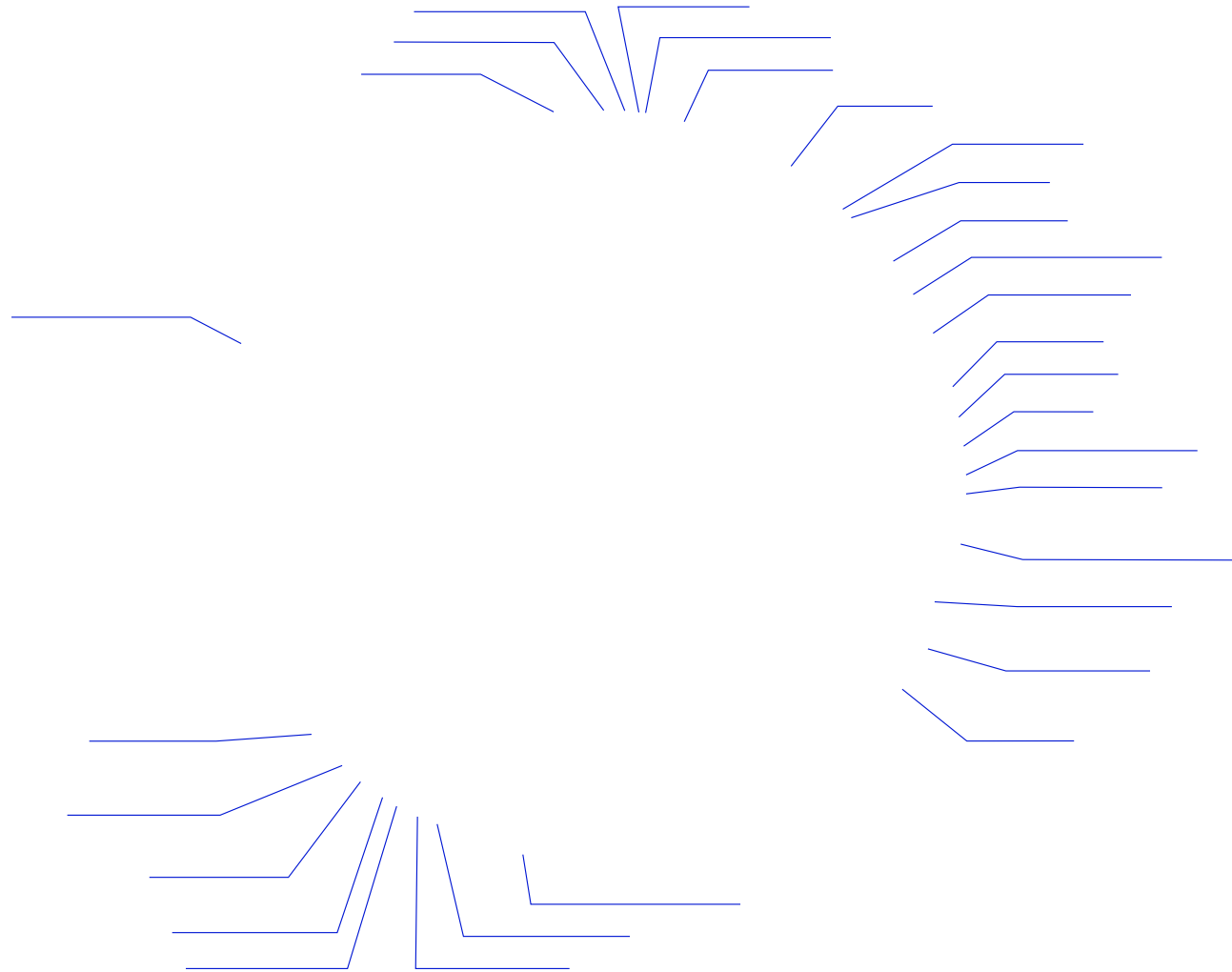


Figure 1: Creative Sector Database - an important way to measure the breadth and capacity of Ballarat's creative ecology. N= 1587 end June 2023





The Creative Sector Database



The Creative Sector database is a vital tool to measure and monitor the sector. Established in 2019 with an initial listing of 700 creative practitioners, makers and artists, the Database now has 1,587 listed practitioners and is an essential tool for tracking, engagement, and measurement of impact.

The Database provides the City of Ballarat with an immediate snapshot of changes in the market and can even reveal trends before they emerge. Additionally, the Database provides many creative practitioners with the first opportunity to hear about impending jobs, grants, prizes and gigs.

The majority of those listed on the Creative Sector Database are sole traders, individual practitioners and micro-businesses. There are over 1,500 people and organisations actively participating in Ballarat's creative ecology.

The information held on the Database is used by the Creative City team to plan programs around and to identify changes in services and skills within the region. For instance, the Ceramics, Crafts and Textiles segments have almost doubled in size in one year – this has been significantly supported by the work conducted through the City of Ballarat's Craft Lab program and linked to our UNESCO Creative City designation as a city of Crafts and Folk Art.

Other interesting shifts in the last year include the increased sector of musicians and performing arts. Visual Arts practitioners and Heritage Trades have remained stable. Broadcasting and Multimedia have seen drops in percentage share.

Still in its emerging stages, Ballarat's creative identity has been building on the strengths of a passionate, independent, and vibrant creative community who work across a diverse range of creative practices.

However, our ecology of practitioners is vulnerable due to their individual nature. There is a need to help many of these smaller groups and businesses find their financial feet, as well as attract larger and more established creative businesses to the city, to help grow the overall sustainability of the sector.





George Treloar Sculpture, by Lis Johnson. (c) City of Ballarat

Gallery Annexe wall temporary public art commission Metamorphosis by M.F.R.D.A (c) City of Ballarat

Public Art Focus

Documenting the art of the city

The City of Ballarat has a collection of public art which is regionally significant. The collection numbers more than 120 pieces throughout the public and civic spaces of the city, each piece telling an important story.

The collection is comprehensive and magnificent – from the 12 Stoddart marbles held in the City of Ballarat's Botanical Gardens to the Sturt Street avenue of bronzes.

But there are the tiny surprises, such as the collection of domestic scenes in Time Lane, Bridge Mall ('Incidents in Time' 2011 by Jason Waterhouse) which are hidden in walls and along footpaths. There are the well loved and iconic, such as the Boer War Memorial (James White, 1906).

In addition the City of Ballarat has a temporary public art program, a range of individual projects which add colour and vibrancy to our city streets.



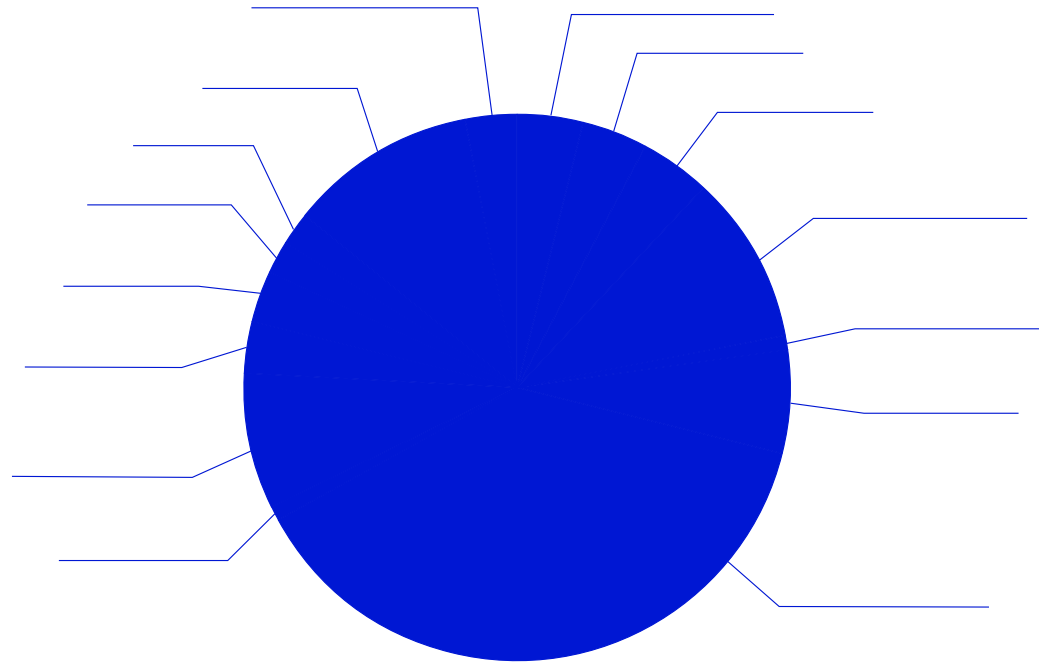


Creative City Investment at a glance



The largest share of Council's creative investment for 2022/23 was directed towards the conservation, restoration, and commissioning of permanent artworks such as Continuous Voices and the work towards commissioning the second First Nations Sculpture for the North Gardens. The City of Ballarat has one of the country's largest and most important public art collections, with an audit of the 125 pieces recently completed.

Grants applied for in the 2022/23 FY include the conservation and restoration of the Boer War Memorial (Sturt Street Gardens). Additional philanthropic funding has been secured for the future Prime Minister's Bust commission (Botanic Gardens).



Creative City Investment 2022/23





Artist focus

Seedpod program of
theatre and contemporary
performance





Application of the Creative City Strategy and Masterplan

Since the Creative City Strategy was endorsed in 2019, the Creative City team has a clear picture of the creative ecology and its needs within Ballarat. The Creative City Strategy provides a unifying framework for actions that are tracked and measured.

The Creative City Strategy provides pathways for the creative sector for exhibition and performance, as well as training and education opportunities. Exhibition timetables, regular grant-making and community outreach is underway. The implementation of the strategy supports a growing community of artists, makers, creatives, and practitioners.

An assessment of the city's current arts and culture infrastructure was completed in 2022, providing a series of recommendations for provision standards of arts and culture infrastructure for a city of Ballarat's size.

Application of the Creative City Masterplan has included helping shape major programs such as Bridge Mall, Bakery Hill and Federation University Camp Street Precinct. Creative discussions and co-design initiatives have been included in discussions on growth zones and the upgrade of community infrastructure and assets.

The Creative City team successfully delivered several strands of programming and activity:

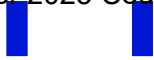
- Community Arts Programming and Outreach.
- Sector Development.
- Arts and Culture Infrastructure, including the Creative City Masterplan.
- Public Art Collection Management, Commissions and Conservation.
- UNESCO Creative City obligations alongside Geelong, Bendigo and Melbourne.

Creative City Strategy concludes in 2030.

As we approach the halfway mark of the Strategy's lifespan, it is being tested by economic downturns, infrastructure needs, changes in creative sector practice and consumption, dramatic changes in audience behaviour, the pandemic, and the development of new technologies. Coupled with rising population growth and the increasing demand greater for cultural content from tourism, the pressure on the creative sector has never been greater. This environment is resulted in significant challenges to the Strategy's key objective of making Ballarat "the home of the sustainable practitioner".

The application of the Creative City Strategy into 2025 and beyond will require close assessment and review, which may require a revisiting of the targets and goals to ensure the actions implemented match up against current economic and cultural pressures.





Artist Focus

Live music development
led by local musicians

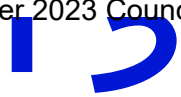




Ballarat and Global, National and Regional Creative Industry Trends

<i>National</i>	<i>State</i>	<i>Local</i>
<ul style="list-style-type: none"> Digitally enabled production and audience engagement Rise in creative skills demand Rise in screen and gaming content demand Technology enabled engagement Nature of work changing Creative place making 	<ul style="list-style-type: none"> Rise in regional workforce demand Increased migration to regional areas Accessibility of digital content applications and platforms Demand for creative education and learning 	<ul style="list-style-type: none"> Housing affordability remains stable, but is likely to decrease Growing crafts sector and reinvigoration of local Aboriginal crafts and cultural practice Strong visitation and cultural demand Rise in local content demand Demand for business skills, learning and career development





Systemic shift and change in the creative sector

In 2016 Ballarat had a strong and resilient creative sector, however by 2019 was feeling the effects of cultural change like other towns and cities around Australia.

Significant changes in the structure of creative work have been felt across Australia, including the movement from permanent employment to being increasingly gig-based. This trend along with technological developments affecting industries such as printing, music production and broadcasting, and economic growth slowing overall, is having an impact on our local creative sector.

Coupled with COVID, the gross revenue of Ballarat's creative sector has been impacted. Gross revenue for Ballarat's creative sector dropped by over 20 per cent between 2019 and 2022¹.

The Department of Communications and the Arts' data show Australia's creative and cultural activity contributes more than \$111 billion per annum (a 6.4 per cent share of our Gross Domestic Product) and employs close to 600,000 people. This equates to 5.5 per cent of the workforce². However, in Ballarat it is closer to 2.4 per cent of total jobs (full and part-time), which equates to approximately 2,000 paid roles³.

The number of creative census-listed full-time jobs followed the same trajectory as gross revenue between 2019 and 2022. There were sudden drops in the publishing, broadcasting, motion picture making and sound recording. Changes in ways of working had a direct impact to full-time job availability. Ballarat was caught in the same trends as many other cities and towns, and COVID fast tracked this change.



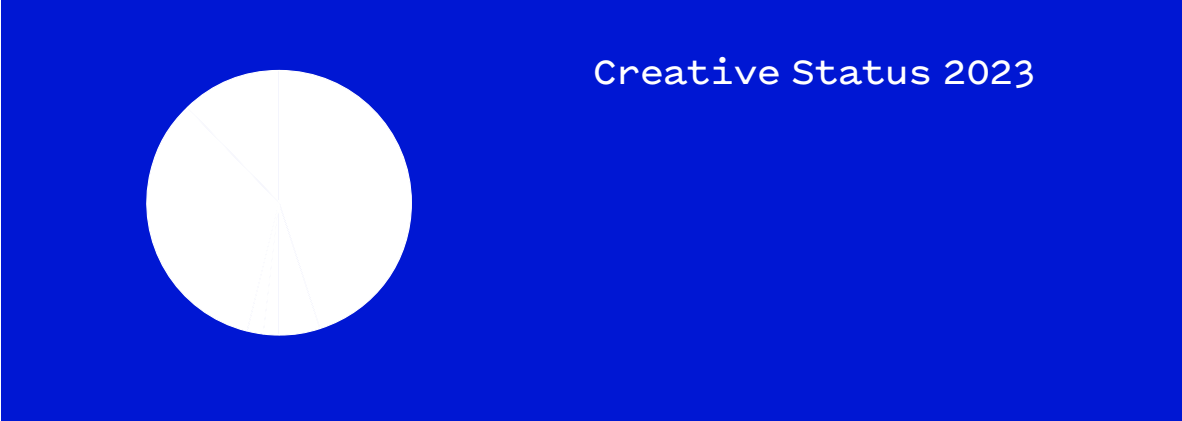
Back to Back International Wool Challenge, (c) Tony Evans

Jobs in the creative sector are going backwards

¹ REMPLAN 2022 R2 and 2019 R2
² A New Approach, The Big Picture 3 Expenditure on Artistic, Cultural and Creative activity by governments in Australia in 2007-08 to 2020-21, March 2023
³ ABS Census data 2021



Jobs in the creative sector being replaced by self-employed gig economy



There was a drop of 15 percent of full-time creative sector jobs in Ballarat between 2019 and 2022⁴.

However, there is an 18 per cent rise in Ballarat's self-employed creative businesses listed on the ABN register for the same period⁵.

This suggests the creative sector is responding to job insecurity by moving into self-employment. However currently there is no formal method of analysing the size and value of self-employed creative businesses.

An annual survey, the **Creative Sector Survey**, was introduced to establish benchmarks around the percentage of creative practitioners who have more than one income stream and to measure confidence in their capacity to establish themselves as viable and sustainable. An average of 160 people complete the survey each year.

The percentage of Ballarat's creative practitioners generating income from their practice rises.

Ballarat is a city of creative micro-enterprises, sole traders and individual practitioners. And the numbers of those making income from their creative practice is climbing. In the last year alone we've seen **a 6 percent jump in self-employed professional creative practitioners⁶**.

The Creative Sector Survey recorded a small fall in creative employment in non-creative industries between 2022 and 2023. This included designers and photographers in businesses such as real estate. This may be a result of cost-tightening but also represents the ongoing trends and changes in the creative industries overall.

Many industries are re-evaluating the value of creative practitioners within their workforce, as technology makes it easier for small businesses to make websites, including design and layout, and securing imagery.

However, this fall is offset by a rise in creative businesses employing more creative practitioners, rising from two to five percent. It is yet to be determined if this is statistically significant.

⁴ REMPLAN 2022 R2 and 2019 R2

⁵ Ibid.

⁶ City of Ballarat, Creative Sector Survey 2022 & 2023





Not one sole source of income

The creative micro-enterprise or sole trader relies upon multiple streams of income to survive, with creative practice possibly given less priority in times of financial stress. 62 per cent of Ballarat's creative sector rely upon multiple streams of income to support their practice. This number has remained consistent over the last year.

For those who are self-employed creative practitioners, in 2022/23 over two-thirds reported their household income as less than \$100,000 per annum⁷. This figure has remained consistent in the last year

The biggest divide for creative practitioners is income levels along gender lines.

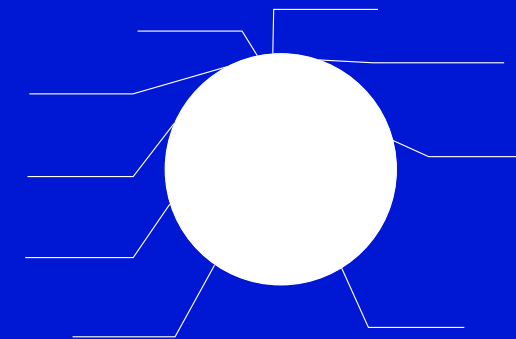
In 2022, 45 percent of those who identify as women reported their household earning under \$50,000 per annum. For those who identified as men, less than 20 percent reported income under \$50,000.

In 2023, creative women's income had increased but 50 percent still reported their household earnings as under \$75,000 with 13 percent under \$25,000 per annum.

In contrast 60 percent of men's households in 2023 reported earnings greater than \$50,000 and no men reported earning less than \$25,000 per annum⁸.

⁷ City of Ballarat, Creative Sector Survey 2022 & 2023
⁸ Ibid.

Household income - professional self-employed creative practitioners 2023



(n=130)



Ana Petidis at her loom, (c) Tony Evans

Gender inequities in creative income





Tourism is the biggest driver for cultural products and services



Audience at the Back to Back International Wool Challenge, (c) Tony Evans

Tourism is one of the biggest influences on the arts and creative industries. The number of Ballarat's overnight cultural visitors jumped by over 10 per cent between 2022 and 2023.

27.5 per cent of visitors to Ballarat in 2023 invested in cultural experiences including art, culture, heritage, and indigenous activities. This equated to bringing \$109 million into the cultural economy. This figure is up from \$92 million in 2022⁹.

According to REMPLAN tourism output demand analysis, in 2022 the Arts and Recreation Services were the second highest category supported by tourism.

For each dollar spent by a tourist in Greater Ballarat, it is estimated that typically \$0.10 is spent on arts and recreations services. This has increased by 20% since 2019¹⁰.

The City of Ballarat is supporting this directly. In collaboration with Council's Visitor Economy team, small trial programs supporting creative micro-enterprise to develop cultural tourism product has been implemented.

However, there is a gap between small micro-businesses and robust creative businesses who can provide ongoing tourism product to meet the current level of increasing demand.

There is a lack of mid-sized organisations, and Ballarat is not yet attracting larger creative businesses to the city. Additionally, there are currently no 'export readying' programs which identify leading practitioners and assist them in stretching into new markets.

With demand currently outstripping supply this presents the City of Ballarat with a real opportunity.

⁹ Tourism Research Australia, March 2023
¹⁰ REMPLAN 2022 R2 and 2019 R2



Artist focus

Harp with heart Jacinta Dennett

How did your creative journey begin?

I was born and raised in Ballarat. Mum and Dad came to Ballarat in the early 1960s. As a child I would choreograph and dramatised the music from my parents' records. I'd practise in the lounge room until I got it right and would make a performance for my family. Music and movement have always been intrinsically entwined for me.

How would you describe your practice?

I'm committed and dedicated. For me learning the music to perfection is choreographic and I train my fingers, hands and arms to move toward the right strings and away again. I refine the movements according to the kind of sound I want. So, I am listening intently while I work.

After a while, the sound and movement become merged and unified and then everything feels good.

How would you describe the creative community in Ballarat?

It's constantly evolving. It's flourishing, experimental, entrepreneurial, exploratory, independent, collaborative, idiosyncratic, daring, unique, divergent – and out there. The creative community is being recognised and supported to continue to thrive through the support of the Ballarat Creative City strategy.

Find out more about
Jacinta's latest solo album
Fable at Move Records .



(C) Jacinta Dennett

(c) Tony Evans



The opportunity offered by arts and culture infrastructure

Arts and cultural infrastructure make up a critical part of Ballarat's creative ecology. In 2021/22 170 arts and cultural spaces were identified as supporting arts and cultural production, presentation, exhibition, consumption, training and participation in Ballarat. Approximately 69 per cent of these spaces were found to be servicing arts and cultural activity as their primary purpose, while the remainder were identified as servicing arts and cultural activity in addition to their primary purpose (for example a hotel with an exhibition space)¹¹.

Arts and cultural infrastructure in Ballarat services a wide array of arts and cultural activities.

¹¹ City of Ballarat KPMG, Arts and Cultural Infrastructure Report, November 2021

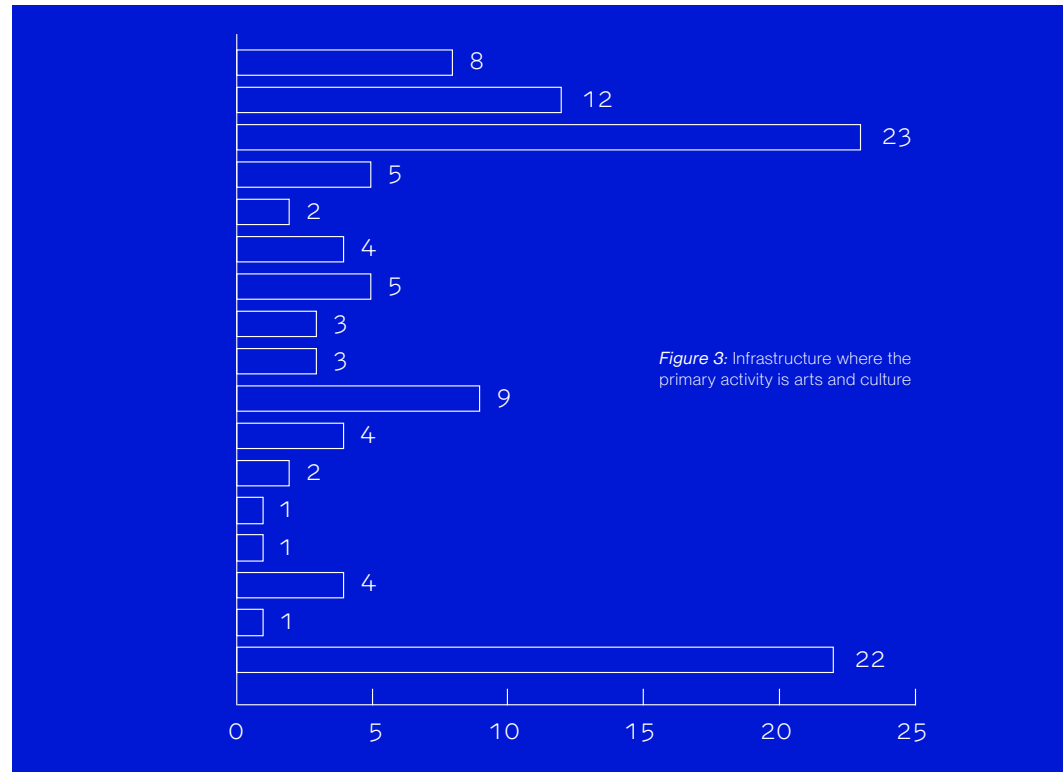
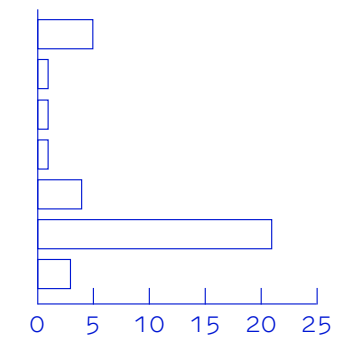


Figure 3: Infrastructure where the primary activity is arts and culture

Figure 4: Infrastructure by ownership

Figure 5: Council-owned infrastructure by primary activity





Arts and culture infrastructure recommended provision standards



Wootten shoemakers, (c) Tony Evans

In 2021/22 a research paper was commissioned into Ballarat's arts and culture infrastructure needs, to identify the current state of play as well as opportunities into the future. This report also outlined recommendations to embed arts and culture provision standards into future town planning.

The Arts and Culture Infrastructure Recommended Provision Standards were developed alongside the City of Ballarat's Community Infrastructure Report. The Recommended Provision Standards included benchmarking analysis against other jurisdictions, consideration of the City of Ballarat's strategic vision and development of provision standards for recreation and community infrastructure.

Provision standards for recreation and community infrastructure are common across local governments and have been used by the City of Ballarat for many years. Yet, benchmarking against other jurisdictions revealed that the standards utilised by local governments for the provision of arts and cultural infrastructure are limited and vary significantly.

There is an opportunity to establish these recommended standards as a tool for the development of new creative infrastructure as the city grows. It should be noted that as sector needs are often bespoke a standard methodological approach does not exist. However, once established, provision standards can act as a trigger for further needs-based investigation regarding new infrastructure investment, as an advocacy tool for the arts and cultural sector, and to assist the City of Ballarat in meeting its strategic priorities and vision.

A set of strategic priorities were explored to help guide investment in, and support for, arts and cultural infrastructure. The findings included the following¹²:

1. A holistic, collaborative approach to new and ongoing capital and operational investment in arts and cultural infrastructure.
2. The incorporation of cultural use into the design of fit for purpose community infrastructure planning.
3. Prioritised investment in arts and cultural infrastructure that supports and improves the productivity, entrepreneurship and sustainability of the sector.
4. Arts and cultural infrastructure is visible and accessible to the community and visitors.
5. Arts and cultural infrastructure is affordable and supports collaboration, career development and pathways.
6. World class arts and cultural infrastructure to be fit for purpose to preserve cultural collections and assets, provide education and learning opportunities, and optimise tourism and visitation.

¹² City of Ballarat KPMG, Arts and Cultural Infrastructure Report, November 2021

Provision Standards Table





Provision Standards Table

The following table is drawn from the Arts and Culture Infrastructure Recommended Provision Standards.

Category	Sub-category	Hierarchy	Description	Ownership	Standard
Arts hub / Centre	Coworking	District	Privately owned, primarily desk based creative industries (individuals and enterprise).	Private	1:35,000 population
Arts hub / Centre	Maker space	Regional	Privately and or publicly owned, primarily used for the production of artwork, craft and design production, requiring purpose-built amenity and equipment. Individuals and enterprises.	Private and/or public	1:50,000 (justified by UNESCO and Creative City status)
Performing Arts Centre	Over 600 seats	Regional	Theatre, live music and other performing arts. Dedicated lighting, staging, rear access and wings.	Public and private	1:100,000 - 120,000
Performing Arts Centre	Under 600 seats	District	Theatre, dance, comedy, music and other performing arts. Dedicated lighting, staging, rear access and wings.	Private and/or public	1 per planning district
Art Gallery		Regional	Publicly owned and operated, public collection of regional, state and national significance.	Public	1:100,000 - 150,000
Museum		Regional	Publicly owned and operated, collection of regional, state and or national historical / heritage significance.	Public	1:100,000 - 120,000
Museum		Local	Collection of local and regional significance.	Private and/or public	Needs based
Exhibition		Local	Privately and or publicly owned/operated, primary purpose of a specific space to display artwork, craft. Can be embedded within the publicly owned community centre network.	Private and/or public	1 per planning district - community centre program
Studio		Local	Public and privately owned, smaller space for single practice (could include for example visual arts, film, gaming, crafts).	Private and/or public	Needs based
Education		Local	Privately or publicly owned. Primary purpose is to deliver workshops, lessons and learning. Can be embedded within the publicly owned community centre network.	Private and/or public	1 per planning district - community centre program
Arts hub / Centre	Maker Space	Local	Privately and or publicly owned. Space that can be used for the production of artwork, craft and design production, requiring purpose-built amenity and equipment. Can be embedded within the publicly owned community centre network.	Private and/or public	1 per planning district





Art and Experience Focus

The Great Takeaway





Being a UNESCO Creative City of Crafts and Folk Art

In 2019 the City of Ballarat was named as a designated UNESCO Creative City of Crafts and Folk Arts. This designation was awarded to the City of Ballarat as it laid out its statement of intent to operate comprehensive programs, at local, national, and international levels, which foster and deliver financially viable and dynamic creative communities and ecologies.

The City of Ballarat's Creative City programs deliver against the United Nations Frameworks, specifically the 2030 Agenda for Sustainable Development and the New Urban Agenda.

Date	Action	Type of investment	Outcome
2019	Established the Creative Ballarat website and outreach program	Financial and in-kind	A strong website presence which educates the community about the benefits of being a member of the UNESCO Creative City network
2020	Established Victorian Creative City Network (VCCN)	In-kind	Strong national and statewide network established between Victorian cities
2021 - 2022	VCCN hosted regular meetings to share knowledge and experience	In-kind	Quarterly conferences and meetings between all 4 Victorian creative cities
2021	Hosted a First Nations-led craft conversation to promote Ballarat's status and the work of the UNESCO network	Financial and in-kind	Funded the Dr Clare McGregor (Wadawurrung) to attend and network with community. Engaged the Australian National Commission for UNESCO to fund exhibition and event activation.
2022	Contributed to the research UNESCO and the Making of Global Cultural Policy, University of Western Sydney	In-kind, funded by the Australian Federal Govt	Currently underway
2023	Secured financial contribution from Victorian State Government for the promotion of the Victorian UNESCO Network and the work of the UNESCO Creative Cities worldwide	Financial, funded by the Victorian State Government, and in-kind	Currently underway. A state-wide communications campaign to promote the UNESCO Creative Cities network. Due to launch in 2024.





Growing Skills Focus

Building resilience through education, training and mentoring

Being a creative practitioner or a creative business means building strength in operations. The City of Ballarat focuses in on the specific needs of creative industry, helping to establish healthy and viable ways of working.

There are a range of different services provided – from working with small, kitchen table operators who need to know the basics of how to get their business off the ground, right through to educated and talented artists who are seeking the next level of advocacy.

In 2022/23 the City of Ballarat provided training and education courses for those seeking to build sector resilience, and practitioners came from across a wide variety of mediums and genres. From designers to theatre performers; from app developers to event producers.



Runway training for creative businesses
(c) City of Ballarat



Photographing your work with David Bailey
(c) City of Ballarat



The Creative City Strategy Report Card

2022/2023

The Goals and Targets of the Creative City Strategy directly respond to the Goals in the 2021-2025 Council plan. The Creative City Strategy sits underneath Goal 5 of the 2021-2025 Council Plan – a strong and innovative economy and city.

The Goals and Targets of the Strategy have a number of outcomes. These outcomes are collated from across the City of Ballarat's Business Units.

Goal	Target	Outcomes 2022/2023
<p>Goal 1:</p> <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.</p> <p>Indigenous programming evident in 30% of the City's creative and cultural events by 2030</p>	<ul style="list-style-type: none"> • An estimated 168,936 community members attended City of Ballarat events in 2022/23. This equates to each Ballarat household attending more than 1.5 events over the year. • The City of Ballarat produced 132 events which featured local creative practitioners. • Indigenous programming featured in 27% of events and activities.
<p>Goal 2:</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>	<ul style="list-style-type: none"> • 1,587 individual creative practitioners documented within the region at 30 June 2023. Increased by a factor of 2 since measurements commenced in 2019. • 45% of creative practitioners identify as self-employed professionals.





Goal	Target	Outcomes 2022/2023
<p>Goal 3:</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>	<ul style="list-style-type: none"> Attendance at nominated institutions (Her Maj / Civic Hall, Art Gallery, Eureka) has increased by 1.5 since last reporting period.
<p>Goal 4:</p> <p>Ballarat’s cultural economy and market is continually growing</p>	<p>Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030</p>	<ul style="list-style-type: none"> 22.9% of overnight visitors to Ballarat were cultural visitors who took part in arts, culture, indigenous and heritage activities. A total of 420,000 nights were measured for cultural tourism¹³. 27.5% of visitors to Ballarat invested in cultural experiences including art, culture, heritage and indigenous activities. This equated to a sum of \$109million investment into the cultural economy¹⁴. For each dollar spent by a tourist in Greater Ballarat, it is estimated that typically \$0.10 is spent on arts and recreations services¹⁵. This has increased by 20% since 2019¹⁶.
<p>Goal 5:</p> <p>Ballarat is a city with strong representation of a variety of creative industries</p>	<p>Achieve 3,000 jobs in Creative Industries by 2030</p>	<ul style="list-style-type: none"> Total gross revenue in 2022 was \$291.39mill. Production of film, broadcasting, publishing has fallen over 20 percent in the last 4 years - this is in line with national industry trends. Gross revenue from heritage, creative and performing arts has remained stable over the same period¹⁷. 30 direct creative contracted gigs, jobs and opportunities channelled through the City of Ballarat to creative practitioners to the value of \$800,000+. This represents a 20% drop from 21/22 FY due to regular investment levels being restored post COVID recovery¹⁸. Experienced a drop in employment in full time creative jobs (-15%) and a rise in self-employed (+18%). Current total creative jobs in Ballarat 2427¹⁹.

13 Tourism Research Australia, March 2023
 14 Tourism Research Australia, March 2023
 15 REMPLAN, Ballarat 2022 R2
 16 REMPLAN Ballarat 2019 compared 2022 R2
 17 REMPLAN Ballarat 2019 compared 2022 R2
 18 City of Ballarat data
 19 REMPLAN Ballarat 2019 compared 2022 R2





Goal	Target	Outcomes 2022/2023
<p>Goal 6:</p> <p>Ballarat is a city where strong creative capabilities are used throughout industry and the community</p>	<p>Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14% to 20% by 2030</p>	<ul style="list-style-type: none"> • STEAM qualified category has increased from 14.7 percent to 17.8 percent²⁰.
<p>Goal 7:</p> <p>Ballarat has a high-quality creative precinct which is vibrant, playful and tells the unique story</p>	<p>Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030</p>	<ul style="list-style-type: none"> • Creative City Masterplan was applied to Bakery Hill and Bridge Mall redevelopment. Footfall reports for Bridge Mall June 2023 at 215,010 people per month utilising the Mall, up 15,000 from June 2022²¹. • New counters to be installed within identified arts and culture precinct from 2023 onwards.

²⁰ Census 2021
²¹ sourced from foot traffic counters, data supplied Economic Development, City of Ballarat

The Great Takeaway, (c) Tony Evans





Artist focus

Sam Harmer

How did your creative journey begin?

I was always drawing and creating as a child. I would spend lots of times imitating other artists work - which was a great learning tool. I even used to make puppets! The choice of career just had to be something creative, where I could earn a living. I didn't know a lot about graphic design, but it seemed a good fit.

How would you describe your practice?

I generally tell people I'm a graphic designer with a strength in illustration. I sit on a computer design logos, publications, characters & illustrations in a commercial context. I also teach creative skills at a territory level.

What are you working on right now?

I recently completed some illustrated butcher characters for Tibaldi Smallgoods, that was a cool job.

Also I have find with City of Ballarat working on the Healthy Eating initiative. That's probably the most notable things at the moment.

What is your connection to Ballarat?

I've lived here most of my life. School and university here. I think Ballarat is a good city, a good size with lots of opportunity. I don't mind the cold too much either!

How would you describe the creative community in Ballarat?

There seems to be a very wide range of creative people in Ballarat. From fine artists, musicians, through to designers and the like working very successfully in the commercial field.

Can you give us three words to sum up your inspiration?

Retro, bold, fun.



"the creative sector is responding to job insecurity by moving into self-employment."



Devika Das' work in Unicorn Lane
(c) City of Ballarat



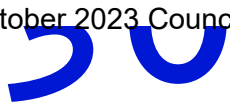
Creative City Implementation Plans

The Implementation and Action Plans fall out of the Targets and Goals. These are actions specifically listed in the Creative City Strategy and directly apply to different City of Ballarat Business Units.

Cultural Venues Implementation Actions

Action Plan	Art Gallery of Ballarat	Eureka Centre	Her Majesty's Theatre / Civic Hall
Each venue is committed to curating and facilitating an annual program that involves local creatives and artists.	Throughout FY22/23 the Art Gallery of Ballarat delivered 27 exhibitions celebrating the work of more than 55 local artists.	Local musicians perform at Eureka Sunday, December 2022. 'Thrive: Queer Voices Out Loud, Black Apple Theatre production for Ballarat Frolic Festival, February 2023. 'Constellation: forming the flag' features work by Ballarat-based First Nations artist, April 2023. 'Hidden Histories' panel discussion includes participation of Wadawurrung artist, Kait James, May 2023. Acquisition of Eureka Stockade painting from Wadawurrung Elder and artist Aunty Marlene Gilson, 2022 launched with an 'in conversation' public event during NAIDOC 2023.	The Stage 3 capital works project at Her Majesty's Theatre commenced in July 2022. Disruption for the team moving between venues and uncertainty around commencement dates impacted on ability to program comprehensively off the back of a period of COVID-19 rescheduling. The venues remained available for local amateur theatre companies including BLOC Theatre, Lyric Theatre, Royal South Street Eisteddfod and Dance Schools. There are opportunities for greater engagement with locally-based professional performing arts networks across relevant disciplines.





Action Plan	Art Gallery of Ballarat	Eureka Centre	Her Majesty's Theatre / Civic Hall
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.	IN FY22/23 the Gallery delivered 86 public programs engaging with a broad range of community interests.	2022/23 public programs: <ul style="list-style-type: none"> • 11 lectures • 5 panel discussions • 1 film screening • 3 exhibitions. • 2 BRHAE archival material displays • 4 children's craft workshop • 3 musical performances • 9 BRHAE history research workshops • 1 adult museum object engagement program (6 sessions) 	Her Majesty's Theatre/Civic Hall did not program creative industry development activities in 2022-23. Planning is underway to facilitate greater sector collaboration with HMT user/hire groups in 2023/24.
All venues actively work to negotiate and secure world-class touring acts.	The Gallery secured two world class exhibitions, including the Pre-Raphaelites from the Ashmolean Museum in Oxford, England and Pliable Planes from the University of New South Wales.	N/A	Her Majesty's Theatre/Civic Hall actively seek quality performances to host and participate in annual state and national show selection forums to achieve this.
All venues are involved in the design and implementation of audience identification, participation, and satisfaction research.	The Gallery undertook commissioned its annual survey identifying and understanding its audience's needs and interests.	Eureka Centre commissioned an in-person visitor survey, weekly, over a four-month period.	Her Majesty's Theatre/Civic Hall has scheduled this activity for 2023/24.

Kossalii at work at Craft Lab, (c) Tony Evans




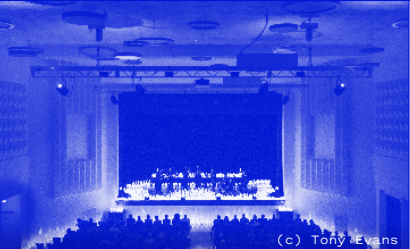


Action Plan	Art Gallery of Ballarat	Eureka Centre	Her Majesty's Theatre / Civic Hall
All venues identify the world-class performers, makers and creatives from and within the Ballarat region – actively seek to promote their work within our institutions and events.	The Gallery presented major exhibitions of leading local contemporary artists, including Bren Luke and Murray Walker. The Gallery also curated group exhibitions profiling local artists, including a major Australian Impressionism exhibition, <i>Beating about the Bush: A New Lens on Australian Impressionism</i> and <i>In the Company of Morris</i> .	Eureka Centre is focussed on the presentation of programming in the history space and includes local and visitor historical researchers who are practising writers. Key published writers speaking in 22/23 include Geoffrey Blainey, Brigit Magner, Josie Vine, Lorinda Cramer, Ben Wilkie, Robyn Annear. Ballarat film maker Sharon Ryba Kahn's film 'Displaced' was screened with an 'in conversation' event. Wadawurrung artist Aunty Marlene Glison's Eureka painting was unveiled with an 'in conversation' event and this painting was licensed and prominently featured in an entry didactic mural, designed by Ballarat designer, Ben Mangan.	Her Majesty's Theatre/Civic Hall strongly support local creatives including amateur theatre companies BLOC Theatre, Lyric Theatre, Royal South Street Eisteddfod and a range of Dance Schools Additional work that feature in the venues addressing this KPI was facilitated in collaboration with the Creative City and Events Teams.
All venues track the proportion of local suppliers used to deliver their services.	The Art Gallery preferences local suppliers where necessary.	Eureka Centre ensures local talent is included prominently all areas of programming and design.	Her Majesty's Theatre/Civic Hall predominantly use local suppliers of equipment hire and consumables.
All venues create and maintain an educational program which introduces diverse communities to a variety of artforms.	The Gallery welcomed more than 10,000 students through the education program in FY22/23.	5,960 students attended the Eureka Centre onsite Education programs. 538 students participated in the online Education program. Four children's craft workshops presented. Hosting Ballarat Libraries Storytime and Play & Sing sessions throughout the year.	The educational program for Her Majesty's is to be reviewed into 24/25.
All venues participate on a regional, state or national stage, ensuring Ballarat's creative voice is heard at the highest levels of government.	The Gallery worked with partners from around Australia and internationally to deliver exhibition and public programming. The Gallery sent over 100 loans to national exhibitions. The Gallery also deployed coordinated marketing campaigns across the Ballarat, Victorian and New South Wales markets to promote Gallery programming.	Eureka Centre works with academics from universities across Australia to develop its public programs. The Manager Eureka Centre is Secretary of the Australian Museums and Galleries Association (Victorian Branch).	In 2022-23 the Manager Her Majesty's Theatre participated in Theatre Manager Meetings with the Victorian Association of Performing Arts Centres (VAPAC) and attended national Australian Performing Arts Exchange in Queensland.





Festivals and Events Implementation Actions

Action Plan	Festivals and Events	
<p>All major festivals and events hosted by external organisations in the city are actively encouraged to pass on skills and/or offer opportunities to appropriate local creative practitioners.</p> <p>Where known, those major festivals and events hosted by external agencies and bodies which have engaged, trained or made opportunities deliberately available to local creative practitioners.</p>	<p>There is an ongoing request by the City of Ballarat to major events and festivals hosted by external organisations to engage 50 percent of suppliers from the local market. Those who have made opportunities available include:</p> <ul style="list-style-type: none"> ▪ Spilt Milk Live Music event In 2022, local musicians Lashes, Gangz and Blue Vedder, along with DJ Sweat Dreams were selected to be a part of the Spilt Milk lineup. The live music program Be_Hear/Now identified and trained up Lashes, preparing them to take to the Spilt Milk stage. In 2023 Spilt Milk has identified Be_Hear/Now cohort Sami to take to the stage. ▪ Le Diner en Blanc Local artists Twilight Gypsi and Aime Brulee were engaged to perform. 	 <p>(c) Spilt Milk</p>
<p>All major events and festivals hosted by the City of Ballarat actively engage creative practitioners.</p> <p>Where known, the major events and festivals hosted by the City of Ballarat which have engaged, trained, or made opportunities deliberately available for local creative practitioners.</p>	<p>The City of Ballarat's events and festivals continues to rely heavily upon the creative industries for content and activation. The creative sector services were directly engaged in the following festivals and events:</p> <ul style="list-style-type: none"> ▪ Australian Cycling Road Nationals ▪ Begonia Festival ▪ Heritage Festival ▪ Winter Festival ▪ Christmas ▪ Easter ▪ Summer Sundays ▪ Picnic in the Park <p>The Eureka Centre presents annual Eureka Day programming which includes local creative talent.</p>	
<p>Actively identify and negotiate for appropriate and relevant touring creative and cultural exhibitions, shows and festivals to include Ballarat on their circuits.</p>	 <p>(c) Tony Evans</p>	<p>The City of Ballarat's Events team have completed the identification, negotiation and securing of the following relevant creative and cultural activities:</p> <ul style="list-style-type: none"> ▪ Candlelight Concerts and the Antique Fair acquired as part of Ballarat Heritage Festival. ▪ SWAY curated to perform at Ballarat Begonia Festival ▪ Design Exchange / Beyond Dark for Winter Festival ▪ Dinner en Blanc ▪ Spilt Milk music festival





Action Plan	Festivals and Events	
<p>Provide a service to the creative sector to assist them in the navigating Council regulatory processes to make creative activities and projects in civic spaces easier to activate.</p> <p>Streamline the planning and application process for creative events and activations.</p> <p>Improve the tracking of events and activations implemented by the creative sector.</p>	 <p>(c) City of Ballarat</p>	<p>Creative City has established the City Fabric project to audit and document civic spaces available for creative activation.</p> <p>Creative City is providing pathway programs for event producers, curators and project operators. This will move into upskilling in 23/24 FY.</p> <p>Youth Services staff capture data on program, program type, participation of young people and broader community. This data is used to shape programming and activity.</p>
<p>Design and implement audience identification, participation and satisfaction research for each initiative implemented by the annual CoB events, arts and culture program.</p>	<p>Creative City has presented MHM Cultural Segments to the Arts & Events Unit for consideration, expanding understanding of marketing to cultural audiences.</p> <p>Events Unit has transitioned into biennial demographic information for major events. Audience segmentation is in line with Visitor Economy audience segmentation and four primary audiences. The Events Unit engages surveys of audience members at primary events and festivals.</p>	
<p>Evaluate the creative/cultural, as well as visitor and economic impacts of major events and festivals hosted by the City.</p>	<p>Tracking of the investment that cultural tourism delivers to the city is now calculated under Tourism Australia Research. In 2022/23 cultural tourism delivered \$109million to the City of Ballarat, an increase of \$17mill since 2021/22.</p> <p>Creative City has established sector development programs which culminate in providing content for Heritage Festival and Winter Festival. The cultural impacts include improved city-wide reputation, export opportunities for practitioners and creative industries, and increased visitation and improved tourism offering.</p> <p>The Intercultural Services team have identified a marked increase in awareness and attendance of intercultural events and festivals; Engagement of various diverse groups through their delivery/contribution of cultural acts to events and festivals; Intercultural Collaborations and partnerships in the delivery of cultural activities.</p>	
<p>Ensure integration of creative sector involvement into wider events and activities, such as sporting, community service and youth activities.</p>	<p>Integration of creative sector involvement has been achieved within the community service sector - within the libraries specifically, youth activities with the integration and linking to public art opportunities. Further integration expected with sporting activities into 23/24.</p>	 <p>(c) City of Ballarat Libraries</p>





Economic Development Implementation Actions

Implementation Actions	Outcomes 2022/23
<p>Development of a centralised database focused on the creative industries and sectors.</p>	<p>Operational by Creative City team, the Creative Sector Database now tracks the services and participation of 1,500+ creative practitioners and businesses. This database feeds a monthly newsletter to more than 1,800 subscribers and operates as a source file for analysis.</p> <p>Work into 23/24 on the database includes:</p> <ul style="list-style-type: none"> improving understanding of at-risk and minority groups improving the representation of younger cohort
<p>Coordinate strategic activities to attract mid-sized and larger creative sector private businesses to Ballarat.</p> <p>Seek and attract new creative businesses and industries to the city, through a focused investment attraction campaign.</p> <p>Identify relevant trades, creative and crafts organisations and provide attractive opportunities to support them to move or establish their operations in the city.</p>	<p>Achievements in 2022/23 include supporting the establishment of the Sovereign Hill Museum Association's Rare Trades Centre through provision of content and contacts, as well as developing complementary programs.</p> <p>Work is now commencing on the research and investigation of needs and best-practice approach for developing an attraction strategy for the private sector.</p>  <p>Rare Trades Centre and Melbourne Fashion Week (c) City of Ballarat</p>
<p>Ensure all relevant arts and creative based Expressions of Interest, Requests for Quote, gigs and grants are circulated to identified groups internally and externally.</p>	<p>The Creative City website is a popular clearinghouse for Expressions of Interest and Request for Quote for the creative industry sector. It is used to distribute all opportunities directly to relevant creative practitioners.</p> <p>The website has recorded more than 35,000 unique visitors per year.</p> <p>The Opportunities page attracted more than 6,000 visits in the 2022/23 period.</p>
<p>Support and promote initiatives to introduce the wider Ballarat community to STEAM programs and activities.</p>	 <p>Get Into Games (c) City of Ballarat</p> <p>Get into Games was organised by the Economic Development Team again in 2022, in partnership with Ballarat Tech School and Highlands LLEN. The event was held as part of Melbourne International Games Week and involved secondary school students from across the region attending the Ballarat Tech School to take part in workshops with leading industry games development creatives (notably in the fields of art, composition and narrative).</p>





Implementation Actions	Outcomes 2022/23
<p>Host ongoing creative sector engagement to continually engage with community.</p> <p>Identify at-risk creative communities and structure sector specific responses.</p>	<p>Quarterly face-to-face catch ups with community (averaging 30 attendees per meeting). Monthly newsletter to more than 1800 subscribers.</p> <p>Creative City has structured sector specific responses to needs outlined in the 2021/22 Creative Sector Study that revealed the contemporary theatre and performance network required support. Established a contemporary theatre development program in 2022/23.</p>
<p>Provide a service to the creative sector to assist in the navigation of Council regulatory processes for creative activities and projects.</p>	<div data-bbox="707 507 1120 1002" style="display: inline-block; vertical-align: top;"> <p style="font-size: small; text-align: center;">Photography with David Bailey (c) City of Ballarat</p> </div> <div data-bbox="1120 507 1928 1002" style="display: inline-block; vertical-align: top; padding-left: 20px;"> <p>Creative City team hosts training and educational programs to assist practitioners to establish themselves as businesses.</p> <p>5 x Group training sessions with:</p> <ul style="list-style-type: none"> ▪ Make Good Things Happen (x 2) ▪ David Bailey Photography (x 2) ▪ Get Ready. Get Set Grow. <p>51 x One-on-One Mentoring sessions with</p> <ul style="list-style-type: none"> ▪ Milke ▪ Make Good Things Happen ▪ David Bailey Photography ▪ Be Hear Now (Industry Experts) ▪ Craft Victoria. <p>125 practitioners participated overall.</p> <p>Creative City is now planning an integrated training offering for 2023/24 to focus on high demand areas.</p> </div>
<p>Institute a creative sector benchmarking program, to assess and evaluate the sector's sustainability.</p>	<p>Annual Creative Sector Report are compiled analysing creative sector security, confidence and sustainability. The data is used to guide program development and identify issues and needs. In 2023/24 the data is being supplied to Monash University for more intensive analysis and review.</p>
<p>Assess the impact that creative industry investment has upon Ballarat's wider national and global reputation.</p>	<p>Working with the University of Western Sydney to assess impact of UNESCO Creative City Status upon Ballarat's wider global reputation.</p> <p>Monitoring the outreach from the UNESCO network and ensuring local practitioners are included in conference and export opportunities. Secured local practitioner invitation to attend the Traditional Crafts Biennale, Jinju, South Korea.</p> <p>Invited to speak at the International Craft Summit, Jaipur, India; and on the Expert Panel at the 8th Asia Pacific Urban Forum.</p>








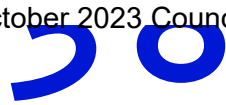
Implementation Actions	Outcomes 2022/23	
<p>Support an arts incubator within the city that bring together arts practitioners, creative industries and businesses to collaborate and cross-fertilise ideas and concepts.</p>		<p>Arts Incubator established 1 June 2023 with official opening in August 2023. Five different creative organisations across music, film, theatre and professional development are housed within the incubator.</p> <p>Assessment of effectiveness of the incubator will be made over 2023/24.</p>
<p>Work collaboratively with major not-for-profits, Council run organisations and others to help attract external funding for events, festivals and programming.</p>	<p>Not yet commenced.</p>	
<p>Work to attract and secure major world-class organisations, associations and bodies to use the city as a satellite, touring location, research centre or HQ.</p>	<p>Not yet commenced.</p>	
<p>Support existing initiatives that seek to place creative makers and industries into unused locations.</p>	<p>Ballarat Evolve Creative Industries organisation supported through Council Partnership grant (2023-2026).</p>	
<p>Implement arts business training programs for creatives and arts practitioners and assist in helping them develop sustainable business practices.</p>	<p>Operational through Creative City training program. Yearly program which includes advice on:</p> <ul style="list-style-type: none"> ▪ marketing ▪ accounting ▪ promotion ▪ social media <p>Visitor Economy established the creative experience development program which identified six creative businesses and put them through a development sprint and then highlighted their services as part of a city-wide tourism campaign.</p>	
<p>Identify and approach funding and research bodies, such as CRCs, to introduce them to Ballarat based organisations and individuals.</p>	<p>Not yet commenced.</p>	
<p>Assist creative skills training organisations and individuals to reach additional audiences and provide networking and linking opportunities.</p>	<p>Not yet commenced.</p>	





Implementation Actions	Outcomes 2022/23	
<p>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>City of Ballarat's Economic Development team remain on the Committee of the Ballarat Tech School, which supports young people in our secondary schools to apply design thinking principles to projects undertaken in partnership with local businesses, across a range of industries.</p>  <p>(c) City of Ballarat</p>	
<p>Identify and facilitate funding opportunities for creative skills training organisations. Establish or seek support from other bodies for training funds and scholarship programs for a diverse array of creative industries and arts practitioners.</p>	 <p>(c) City of Ballarat</p>	<p>Investigative work has commenced on working with the fibre and textile industry to help establish training opportunities. Currently housing and supporting allocation of space for heritage loom in the Arts Incubator.</p>
<p>Document and identify the STEAM Creative Industry practitioners and compile data. Profile the industry breakdowns. Identify and document the numbers of lodged patents and innovations created within Ballarat.</p>	<p>Identification of STEAM Creative Industry practitioners has not yet commenced.</p>	
<p>Facilitate get-to-know you and networking sessions between creative practitioners, industry representatives and wider businesses to kickstart conversations.</p>	<p>Quarterly networking sessions hosted by Creative City (average attendance 30 pax) for networking and skill share.</p>	 <p>(c) City of Ballarat</p>
<p>Actively seek out creative industry leaders to visit and share their skills and knowledge with Ballarat's own creative sectors. Promote cross industry knowledge.</p>	<p>Creative industry leaders both external to and those within the city are integrated into the Creative City training programs.</p>	
<p>Negotiate the placement and structure of creative and artist-in-residency programs across the City, within private, not-for-profit and institutional environments.</p>	<p>Artist residency project to commence in Council premises in the 2023/24 FY. To assess success before advising on other environments.</p>	





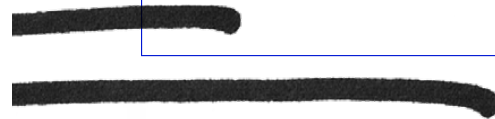
Visitor Economy Implementation Actions

Visitor Economy Implementation Actions	Outcomes 2022/23	
<p>Design and implement target market identification for city-wide marketing initiatives, and provide guidance to Events, Venues and Arts & 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>MHM Cultural Profile information was circulated to the Arts & Events Team to educate on the different cultural profiles within and external to the city, with a view to developing our understanding of the cultural segments our services cover.</p> <p>Work has commenced on an additional research piece into the CALD tourism market.</p>
<p>Ensure that local creatives, artists, makers and producers are engaged to deliver services and content.</p>	<p>The Sustainable Destination Development and Marketing Teams worked with seven local creatives to develop and market new micro-tourism experiences for autumn 2023, these included:</p> <ul style="list-style-type: none"> • Capture Ballarat's backstreets on film with photographer Jacqueline Matisse; • Cast silver jewellery using the lost wax process with Claire McArdle; • Join Steph Wallace for a wild clay experience; • Paint a ceramic pot or vase in the colourful Ivy&Coco studio; • Embellish vintage prints with gold leaf under the guidance of Linda Franklin; • Indulge your inner wordsmith with poet Megan J Riedl; • Enjoy a local Larrikin gin flight and create an abstract botanical painting with Laura Day. <p>In Spring 2022, the Marketing Team also promoted a program of artisan experiences. A local photographer and videographer were engaged to capture content to promote both the creative and artisan experiences. The team's twice-yearly Ballarat magazine is also designed and printed locally by Mass Motion and Sovereign Press.</p> <p>The Marketing Team also supported the opening of the Centre for Rare Arts and Forgotten Trades.</p>	
<p>Proactively identify and acknowledge the works of local creatives, artists, makers and producers in marketing tools.</p>	<p>Visitor Economy, Communications and Events teams took part in Arts Law training on copyright, with specific focus on First Nations Artists copyright. Templates of Agreements provided and circulated. Additionally, the Marketing Team continues to credit local photographers across its social media platforms and acknowledge product in its tourism advertising (i.e location or name of product features in print advertising).</p>	



Community Arts Implementation Actions


Community Arts Implementation Actions	Outcomes 2022/23			
<p>Consolidate all community art activities of the Council</p>	<p>Community art programs now fully programmed in available spaces. Gallery and exhibition spaces provided at Unicorn Lane (6-week programs), VIC (seasonal) and Art Space (5-week program). Working in collaboration with the Art Gallery and with wider community groups for programming.</p> <p>Artists and exhibitors for 2022/23 were:</p> <table border="0"> <tr> <td style="vertical-align: top;"> <p>Art Space:</p> <ul style="list-style-type: none"> ▪ Michael Groth <i>Electronic Music performance</i> ▪ Peter Swaddle ▪ Patsy Taylor ▪ Ballarat Youth Services <i>Pop Up exhin</i> ▪ Garth Horsfield ▪ Robyn Fisher ▪ Lauren Matthews ▪ John Sullivan ▪ Fabienne Marguerite ▪ Ballarat Fibre & Textile Network <p>Unicorn Lane:</p> <ul style="list-style-type: none"> ▪ Ballarat Youth Services ▪ Chih-Min Chiang ▪ Vienna Bischard ▪ Federation University (2nd Year students) ▪ Devika Das ▪ Rachel Turner ▪ Shalome Knoll ▪ Nikkole Weightman </td> <td style="vertical-align: top; padding-left: 20px;"> <p>UNESCO Display Town Hall:</p> <p><i>Winter 2022</i></p> <ul style="list-style-type: none"> ▪ Interknit ▪ Nicola Cerini ▪ Kossalii ▪ Kirrily Urquhart <i>Kokoro Expressions</i> ▪ Great Ocean Road Woollen Mill ▪ Rosemary King <p><i>Spring 2022</i></p> <ul style="list-style-type: none"> ▪ Alana Smith <i>Cut Off Your Hands Jewellery</i> ▪ Therese Moloney <i>Flash & Goldie</i> ▪ Jen Crossley ▪ Donna Hearne <i>Earthern Allure</i> ▪ Holly Would ▪ Erin Houlihan <i>Dot Dot Design</i> ▪ Rachel Grose <i>RG Silver</i> </td> <td style="vertical-align: top; padding-left: 20px;"> <p><i>Summer 2022/23</i></p> <ul style="list-style-type: none"> ▪ Shalome Knoll ▪ Rae Howell ▪ Neale Thompson ▪ Suzy Medwell ▪ Andrew Lorensene ▪ Vipun Chanchlani <i>Envisage Designs</i> <p><i>Autumn 2023</i></p> <ul style="list-style-type: none"> ▪ Patrick Duffy ▪ Kay Hustwaite ▪ Sarah Canham ▪ Jem Olsen ▪ Sylvia Nevistic ▪ Marilyn Cardinal <i>Missy Mao Mao</i> </td> </tr> </table>	<p>Art Space:</p> <ul style="list-style-type: none"> ▪ Michael Groth <i>Electronic Music performance</i> ▪ Peter Swaddle ▪ Patsy Taylor ▪ Ballarat Youth Services <i>Pop Up exhin</i> ▪ Garth Horsfield ▪ Robyn Fisher ▪ Lauren Matthews ▪ John Sullivan ▪ Fabienne Marguerite ▪ Ballarat Fibre & Textile Network <p>Unicorn Lane:</p> <ul style="list-style-type: none"> ▪ Ballarat Youth Services ▪ Chih-Min Chiang ▪ Vienna Bischard ▪ Federation University (2nd Year students) ▪ Devika Das ▪ Rachel Turner ▪ Shalome Knoll ▪ Nikkole Weightman 	<p>UNESCO Display Town Hall:</p> <p><i>Winter 2022</i></p> <ul style="list-style-type: none"> ▪ Interknit ▪ Nicola Cerini ▪ Kossalii ▪ Kirrily Urquhart <i>Kokoro Expressions</i> ▪ Great Ocean Road Woollen Mill ▪ Rosemary King <p><i>Spring 2022</i></p> <ul style="list-style-type: none"> ▪ Alana Smith <i>Cut Off Your Hands Jewellery</i> ▪ Therese Moloney <i>Flash & Goldie</i> ▪ Jen Crossley ▪ Donna Hearne <i>Earthern Allure</i> ▪ Holly Would ▪ Erin Houlihan <i>Dot Dot Design</i> ▪ Rachel Grose <i>RG Silver</i> 	<p><i>Summer 2022/23</i></p> <ul style="list-style-type: none"> ▪ Shalome Knoll ▪ Rae Howell ▪ Neale Thompson ▪ Suzy Medwell ▪ Andrew Lorensene ▪ Vipun Chanchlani <i>Envisage Designs</i> <p><i>Autumn 2023</i></p> <ul style="list-style-type: none"> ▪ Patrick Duffy ▪ Kay Hustwaite ▪ Sarah Canham ▪ Jem Olsen ▪ Sylvia Nevistic ▪ Marilyn Cardinal <i>Missy Mao Mao</i>
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Community Arts Implementation Actions	Outcomes 2022/23	
<p>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.</p>	<p>Community Art Pathways program fully operational. Launched August 2020 this program now steps creative practitioners through a variety of activities to help them secure spaces for exhibition, to improve their performances and ensure they are rehearsal ready.</p> <p>The current available locations for exhibition and showing include Unicorn Lane (emerging artist), ArtBox at Ballarat Neighbourhood Centre (emerging artist), Ballarat Information Centre UNESCO display (mid-career artist), Art Space on Lydiard St (emerging to mid-career).</p> <p>New exhibition spaces currently being explored for the redeveloped libraries.</p> <p>Visual arts program pathways operational. Music pathways operational. Theatre and performance pathways operational. Creative industries programs yet to commence.</p>  <p>Shalome Knoll (c) City of Ballarat</p>	
<p>Facilitate information-sharing and knowledge exchange, through the hosting of relevant and appropriate conferences, workshops, podcasts and panels.</p>	 <p>Creative City Monthly October 2023</p>	<p>Creative City operates a newsletter month to a mailing list of 1800.</p> <p>Facebook followers of 2,500 and Instagram page 2,455</p> <p>Quarterly networking catch ups (average 30 attendees).</p> <p>Creative Ballarat website:</p> <ul style="list-style-type: none"> 44,000 unique visitors in 2022/23, 42,000 unique visitors in 2021/22 31,000 unique visitors in 2020/21.
<p>Creation of a centralised database of creative sector service providers; providing access to these both within Council and to others throughout the community.</p> <p>Track and document the economic health and resilience of the creative sector.</p>	<p>The Creative Sector Database is operational, listing over 1500 practitioners and industries. Regularly supplying recommendations and listings of practitioners and creative service suppliers internally to Council officers on request.</p> <p>Actively circulating opportunities to practitioners who seek support.</p> <p>Currently delivering the third year of measurement of the perception of the creative sector's sustainability, viability and sector confidence.</p>	
<p>Align with relevant creative industry bodies.</p>	<p>Memberships now active with Theatre Networks Australia (TNA), Music Vic, National Association of Visual Artists, Craft Vic, World Craft Council, AMAGA and Victorian Association of Performing Arts Centres (VAPAC), PAC Australia.</p> <p>Relationships established for programs with APRA AMCOS, Sounds Australia (Live Music Program), Garland Magazine and Indian Ocean Craft Triennial (Craft and UNESCO program).</p>	



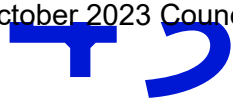
Community Arts Implementation Actions	Outcomes 2022/23								
<p>Proactively identify creative practitioners, artists and creative industries businesses in the wider city as they establish their businesses or move to the city.</p>	<p>The Creative City website is designed to capture information about creative practitioners who live, work or study in the Ballarat area. This data capture classifies sector and services provided, as well as postcode.</p> <p>Tracking of social media platforms is used to actively assess new arrivals to the city. Outreach is through extending invitation to attend networking sessions, or to sign up to the Creative Ballarat newsletter.</p> <p>More focus on at-risk and minority groups into 2023/24.</p>								
<p>Facilitate and assist local creatives in accessing streams of funding inside and outside the City. Support a grant scheme to help kickstart creative sectors, practitioners and organisations achieve outcomes.</p>	<p>The Creative Inspiration Grant, administered by Regional Arts Victoria is ongoing. This grant supplies artists and creatives with a \$1,000 investment in overcoming obstacles. To date over \$60,000 has been granted to the creative community, which as has facilitated the development of plays, new music, achieved new product development and given space and time for the creation of new ideas.</p> <table border="0" data-bbox="725 715 1921 1059"> <thead> <tr> <th data-bbox="725 715 1115 740"><i>SUMMER 2022</i></th> <th data-bbox="1137 715 1518 740"><i>AUTUMN 2023 RECIPIENTS</i></th> <th data-bbox="1541 715 1921 740"><i>WINTER 2023 RECIPIENTS</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="725 753 1115 1002"> <ul style="list-style-type: none"> ▪ Jackson Cass & The Eastern ▪ Christina Segært ▪ Em Chandler ▪ Jacinta Dannett ▪ Jasper Foley ▪ Patrick Duffy ▪ Ryan Holloway ▪ Zsari Gill ▪ Rose Bailey </td> <td data-bbox="1137 753 1518 1059"> <ul style="list-style-type: none"> ▪ Anzara Clark ▪ Jack Stacey ▪ Katherine (Plum) Green ▪ Lani Casey ▪ Lynden Nicholls ▪ Melinda Muscat ▪ Modupe Oyekanmi ▪ Multicultural Creative Women ▪ Susan Clarke ▪ The Academy of Classical Ballet ▪ William Stephens </td> <td data-bbox="1541 753 1921 1034"> <ul style="list-style-type: none"> ▪ The BallaRat Pack Inc ▪ Bigger Hearts Dementia Alliance ▪ Centre for Multicultural Youth Ballarat ▪ Claire Esentraut ▪ Sarah Hart ▪ Georgina Gould-Hardwick ▪ Monique Kerr ▪ Lisa Laine ▪ Sandra Minchin-Delohery ▪ Kathryn Weightman </td> </tr> </tbody> </table> <p>The City of Ballarat advocates and provides listings of open grants and prizes through the Creative Ballarat website. Additional promoting Grant Guru as a free service to practitioner to provide access to external streams of funding.</p>			<i>SUMMER 2022</i>	<i>AUTUMN 2023 RECIPIENTS</i>	<i>WINTER 2023 RECIPIENTS</i>	<ul style="list-style-type: none"> ▪ Jackson Cass & The Eastern ▪ Christina Segært ▪ Em Chandler ▪ Jacinta Dannett ▪ Jasper Foley ▪ Patrick Duffy ▪ Ryan Holloway ▪ Zsari Gill ▪ Rose Bailey 	<ul style="list-style-type: none"> ▪ Anzara Clark ▪ Jack Stacey ▪ Katherine (Plum) Green ▪ Lani Casey ▪ Lynden Nicholls ▪ Melinda Muscat ▪ Modupe Oyekanmi ▪ Multicultural Creative Women ▪ Susan Clarke ▪ The Academy of Classical Ballet ▪ William Stephens 	<ul style="list-style-type: none"> ▪ The BallaRat Pack Inc ▪ Bigger Hearts Dementia Alliance ▪ Centre for Multicultural Youth Ballarat ▪ Claire Esentraut ▪ Sarah Hart ▪ Georgina Gould-Hardwick ▪ Monique Kerr ▪ Lisa Laine ▪ Sandra Minchin-Delohery ▪ Kathryn Weightman
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<p>Negotiate and support funding applications from external bodies and institutions, assisting in match-funding arrangements where practicable.</p>	<p>Creative City has provided letters of support and endorsement to twelve creative practitioners over 2022/23. These letters of support have been used to successfully release funding and provide career development.</p> <p>With the Eureka Flag positioned as an exemplar of a 'difficult object', the Eureka Centre has joined with the Art Gallery of Ballarat and academic researchers from the Australian National University and Federation University to explore new approaches to using art and museum objects in civic education. This is an Australian Research Council funded project from 2023 until 2026.</p>								





Community Arts Implementation Actions	Outcomes 2022/23	
<p>Rewrite and implement a new Public Art policy.</p>	<p>A new Public Art Policy was drafted and approved May 2021. The Creative City team has been applying the policy throughout 2022/23. An audit, mapping and valuation of the entire Public Art collection was completed and now listed on the Victorian Collections database.</p> <p>Currently working on supporting guidelines for curation, management and conservation.</p>	
<p>Track temporary and ephemeral art through audit research of the city surrounds. Identify 'future heritage' artworks for conservation and management.</p>	<p>All permanent collection pieces documented on the Victorian Collections Database. Seeking to document on Council systems. Significant temporary artworks to also be documented on the Victorian Collections Database. Ongoing activity.</p>  <p><i>Hon Malcolm Turnbull with bust by Linda Klarfeld (c) City of Ballarat</i></p>	
<p>Development of a temporary and ephemeral art program, complementing the public art program. Establish temporary public art initiatives, utilising surfaces around the city.</p>	 <p><i>Spencer Harrison, 'Your Jessica For Luck' 2023 (c) City of Ballarat</i></p>	<p>The temporary public art program is being compiled through working with State Government bodies and the private sector. In 2022/23 secured the release of significant space in Field Street on the Camp Street Arts Incubator through negotiation with the Victorian Academy of Teaching and Leadership.</p> <p>Continued to implement the annual temporary public art program for Annexe Wall. Submission numbers and quality continue to climb.</p> <p>A wider audit of suitable civic spaces is being undertaken in 2023/24.</p>
<p>Establish and advocate for a model of fair rates practice in line with recommendations across all creative industries.</p>	<p>Expert advice sought from Arts Law and Artists in the Black concerning copyright. Alterations made to Standard Letters of Agreement and Engagement. Maintain NAVA standards within Letters of Agreement.</p>	
<p>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.</p>	<p>Targeted sector development underway in the areas of:</p> <ul style="list-style-type: none"> ▪ craft/visual arts (18 identified cohort, 50+ artists supported and attendees of 5000), ▪ live music (5 identified cohort, 15 additional musicians supported and attendees of 2000) ▪ theatre/performance (2 identified cohort, attendees of 20) <p>Mentoring, training and education programs were provided to these streams. Networking opportunities have resulted in productive collaborations.</p>  <p><i>Pyrex perform at Be Hear Now (c) Alex Grose</i></p>	


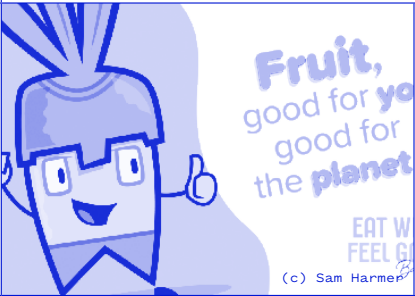




Community Development Implementation Actions

Community Development Actions	Outcomes 2022/23
<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 and is housed on the Creative Ballarat website. This includes a series on Business Basics, managing rejection, joining creative associations.</p> <p>Training programs for the creative sector in 2022/23 responded to demand and interest. The program included:</p> <ul style="list-style-type: none"> • SEMINAR 1: Essentials to establishing your brand as a creative business. 24 May 2023 - Run by Make Good Things Happen. • SEMINAR 2: Managing your marketing channels for creatives and makers. May 31 2023 - Run by Make Good Things Happen. • Social Media Audits with Make Good Things Happen (19 - 28 April 2023) - 10 sessions offered for local community arts groups, artists, musicians, performers, and makers) • Get Ready. Get Set. Grow! Business program for Creatives (February 2023) Run by Runway HQ. • Photography Workshop with David Bailey - How to Photograph your art. 2x1hr sessions. 20 participants. • One on One Mentoring with MILKE Productions for the performing arts. 25 & 26 August 2022. 7 participants. <p>The City of Ballarat through the Sebastopol Library hosted the Small Business Bus through Business Victoria, which supports emerging small business owners with advice and support. Libraries also offer Technology Hub classes in each branch, weekly, where people can get support with areas that may be relevant here, such as lodging online forms and services eg. myGov portal.</p>
<p>Identify, document and support where possible school holiday intensives and other structured courses that introduce community members to the arts.</p>	<div data-bbox="707 863 1115 1267" data-label="Image"> <p>Federation University Ceramic Studio (c) Media Provided</p> </div> <p>In 2021/22 FY the City of Ballarat and Creative Victoria, together with Federation University, completed a business assessment of the economic viability of the Federation University ceramic studio on Lydiard Street. This report was presented to Federation University for consideration. In response in 2022/23 Federation University initiated a range of community class offerings, including photogravure, printing and ceramics.</p> <p>The Art Gallery of Ballarat and Eureka Centre operate a series of workshops and craft experiences which align with exhibitions and activities.</p> <p>The City of Ballarat's libraries run sessions in the school holidays and during the year, for kids and for adults. For example, writing workshops with local writers; art workshops with local practitioners. Format varies from one-off to a series.</p> <p>Documentation of privately operated school holiday intensives and structured courses has begun. This work will be continued into 2023/24.</p>



Community Development Actions	Outcomes 2022/23	
<p>Identify and support grassroots training and educational businesses and groups who are providing creative workshops, introduction to cultural and creative activities and art classes.</p> <p>Assess the suitability of arts and culture infrastructure for the wider community, including ensuring spaces are available to offer introduction to and further extension of cultural and creative activities.</p>	<p>Identification of service suppliers is underway. Where relevant the creative organisations are listed on the Creative Sector Database.</p> <p>Further to the completion of an Arts & Culture Infrastructure Study in 2021, the Community Infrastructure Plan has been endorsed by Council which includes recommendations on the fitness-for-purpose of community centres for arts and culture activities. This report recommends the improvement of cultural infrastructure offering available in existing buildings.</p> <p>Two community hubs in the design phase have area schedule and inclusions to ensure fit for purpose spaces for arts and cultural activities.</p> <p>Fitness for purpose assessments on community halls have been undertaken with findings to be collated in the coming months.</p> 	
<p>Collaborate and link Council units and divisions with creative contacts and service suppliers.</p>		<p>Creative City has advised a wide range of internal council departments and teams in 2022/23, including Healthy Eating, Visitor Information, Early Parenting and Disability, Community Participation, Events, Libraries, Strategic Planning, City Design and Youth Services.</p> <p>These various units have been provided with advice on engaging and working with creative practitioners, integration of creative design into sites and locations amongst other services.</p> <p>All successful creative practitioners and businesses are tracked on the Creative Sector Database.</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</p>	<p>Not yet commenced.</p>	
<p>Document the uptake and participation in after-school creative classes and activities.</p>	<p>Not yet commenced.</p>	
<p>Utilise sporting locations for large scale arts projects. Attract relevant touring exhibitions.</p>	<p>Investigative work has commenced through the Public Art Team and Events. Exploratory work continues into 2023/24.</p>	





City Design Implementation Actions

City Design Actions	Outcomes 2022/23
Investigation and assessment of the development of a City-Wide Design Charter which includes the Public Realm Palette, Landscape Guidelines and other design related policy as required.	Background investigation underway. Project to recommence within the financial year.
Advocacy on assessment / development and investment into the arts and culture precinct (Sturt - Lydiard - Mair - Camp).	<p>Creative City and the Art Gallery of Ballarat participated in the development of a business case alongside Federation University, assessing the viability of the Federation University spaces on Camp Street for creative and cultural use. Identification of opportunities within the precinct to deliver Creative City Masterplan objectives. Supply and delivery of the business case to Regional Development Victoria and Federation University.</p> <p><i>Ballarat Visitor Arrival Master Plan</i></p> <ul style="list-style-type: none"> Creation of a Ballarat Arts and Culture Area (BACA)was identified as the top project opportunity for the Ballarat Visitor Arrival Master Plan. The project will consider investment into an arts and culture hub, anchored by the existing Art Gallery of Ballarat. <p>The <i>Victorian Goldfields World Heritage Master Plan</i> is under development to:</p> <ul style="list-style-type: none"> build the profile and capacity of region through Australia's World Heritage Journeys, elevating under recognised heritage assets and providing a global platform for First Nations experiences, and attracting new and additional international and domestic visitors. drive the increase of dispersed visitors, sustainable jobs, public and private sector investment and social capital. <p>The master plan is due for completion at end 2023.</p>
Improve civic space amenity, pedestrian experience, place and access (Market St).	Stage 1 construction to commence Q4 2022/23. Stage 2 design underway.
Ensure creative practitioners are involved in the development of civic spaces. Ensure community is engaged in co-design of civic spaces (Bridge Mall).	<p>Bridge Mall redevelopment included extensive co-design activities, resulting in integration of creative responses including:</p> <ul style="list-style-type: none"> interactive space such as portholes down to the Yarrowee River and demarcation of the river's path embedded in brick work retention of 'named bricks' in the Grenville St installation a site-responsive playground responding to current needs and usage, as well as interpreting the history of the area. Due to complete mid-2024.



8.7. ANNUAL COMMUNITY GRANTS REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Nicky Davidge – Coordinator Community Development

PURPOSE

1. Provide an overview of the Annual Partnerships and Grants Report for FY 2022/23.

BACKGROUND

2. In 2022/23, City of Ballarat offered three grant programs: the City Partnership Program; the Community Impact Grant Program, and the Tourism and Events Grant Program.
3. Existing partnerships for the Strategic Partnership Program continued to be funded in 2022/23, however new applications were not accepted for this program as it has been discontinued and replaced with the City Partnership Program.
4. In 2022/23 there were two rounds for the Community Impact Grant Program, monthly assessments of the Tourism and Events Grant Program and the new City Partnerships Grant Program was opened for the first round in this new format.
5. The process for the City Partnership Grant Program accepted applications from October 2022 to March 2023. Applications were processed and budgeted in the 2023/24 financial year. Full details of successful applicants and funding will be contained in the 2023/24 Annual Report.
6. In 2022/23, 121 new applications were received, and fifteen Strategic Partnerships were in place through their multi-year agreements.
7. Total payments to the value of \$1,267,416.23 were made to 74 organisations. The itemised grant funding paid out in 2022/23 is as follows:
 - Strategic Partnerships Grants a sum of \$834,489.50 was paid out to 13 organisations with one organisation being paid through the Tourism Events Grants budget.
 - Community Impact Grants a sum of \$277,926.73 was paid out to 47 organisations.
 - Tourism Events Grants a sum of \$155,000 was paid out to 14 organisations and includes a payment for one Strategic Partnership.
8. The City Partnership Program received 23 applications with results and funding to be reported in the 2023/24 Annual Report.

KEY MATTERS

Strategic Partnership Program

9. There were 15 Strategic Partnerships in place in 2022/23. Seven existing partnerships will continue through to next year, while eight partnerships have concluded. Of the 15 partnerships for 2022/23, 13 organisations were paid a total of \$844,489.50 with the following exceptions:
- One partnership, Ballarat Sports Foundation was postponed due to COVID-19 and subsequently the agreement was amended to restart commencing March 2023. No funding was paid in 2022/23.
 - One partnership, Rock Ballarat cancelled their event in 2022/23, therefore this agreement concluded in June 2023. No funding was paid in 2022/23.
 - One partnership, Carols by Candlelight was paid \$10,000 from the Tourism Events budget, however it is included in the above total funding.
10. The new format City Partnership Program was advertised, and 23 applications received in 2022/23, however the final assessment and funding was conducted in July 2023 and will be reported in the 2023/24 Annual Report.

Community Impact Grant Program

11. The Community Impact Grant Program aims to support not-for-profit community groups to deliver projects, programs and events that provide a benefit to the community.
12. In 2022/23 the Community Impact Grant Program was run over two rounds with funding available up to \$20,000 for each application in each round.
13. Across the two rounds, 75 applications were received which is an increase of three applications from 2021/22. Forty-Seven applications were funded for an approval rate of 66 percent, with 2021/22 reporting a 61 percent approval rate.

Community Impact Grant Program	2021/22	2022/23
Number of Applications Received	72	75
Number of Successful Applicants	44	47
Total Amount Funded	\$241,623	\$277,926.73

Tourism Events Grant Program

14. The Tourism Events Grant Program supports tourism events and activities that advance and encourage increased visitation, participation, and yield across the Ballarat Municipality. The program aimed to support events and activities that marketed the municipality as a tourism destination of choice.
15. In 2022/23 the Tourism Events Grant Program was available all year with assessment taking place each month and up to \$20,000 available for each application.

16. Throughout the year a total of 23 applications were received which again is an increase of three applications from 2021/22. Fourteen applications were funded for an approval rate of 61 percent, presenting another increase with 2021/22 having a 50 percent approval rate.

Tourism Events Grant Program	2021/22	2022/23
Number of Applications Received	20	23
Number of Successful Applicants	10	14
Total Amount Funded	\$135,400	\$155,000

OFFICER RECOMMENDATION

17. That Council:

- 17.1 Receive and note the Report outlining the delivery and outcomes of Council's Partnerships and Grants programs in 2022/23.

ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]
2. Annual Partnerships and Grants Report 2022 23 [8.7.2 - 37 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. All grants programs were administered in 2022/23 in accordance with the Partnership and Grants Policy that was current at the time.
2. Council's partnerships and grants programs align with the following goals of the Council Plan 2021-2025:
 - a. A healthy, connected and inclusive community
 - b. A city that conserves and enhances our natural and built assets
 - c. A strong and innovative economy and city
 - d. A council that provides leadership and advocates for its community

COMMUNITY IMPACT

3. The City of Ballarat's Partnerships and Grants programs aim to support community groups, organisations and businesses seeking funding for programs, events, products, and services that bring a range of benefits to Ballarat.
4. The City of Ballarat Partnerships and Grants programs have delivered outcomes on both Council's strategic objectives and for the community in 2022/23 by:
 - a. The delivery of large-scale events that have promoted visitation to the city.
 - b. Effective use of funds to manage infrastructure and assets.
 - c. Provision of support to the local small business community.
 - d. Promotion of wellbeing, physical activity and participation in sport.
 - e. The support of a strong network of community organisations that promote a strong resilient community, and support for their delivery of activities to diverse community members in a range of interest areas.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. Nil implications

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. Grant programs are not designed to provide ongoing funding and it is recommended that funded parties make the appropriate arrangements for the projects to be financially sustainable.

FINANCIAL IMPLICATIONS

7. Each partnership and grant program operated within allocated budgets.

LEGAL AND RISK CONSIDERATIONS

8. Financial and legal considerations include the use of funding agreements and acquittal processes to ensure compliant financial management.

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HUMAN RIGHTS CONSIDERATIONS

9. It is considered that the report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

COMMUNITY CONSULTATION AND ENGAGEMENT

10. No consultation was required in the development of this factual report.

GENDER EQUALITY ACT 2020

11. Applicants are expected to provide detail as to the consideration they have given to the impact of their event, program, or activity on people of different genders, abilities, cultures, ages, and outline efforts to make their activities accessible to a broad range of people.
12. Applicants are referred to Council's 'How to make your project more inclusive' guide to provide some guidance about access and inclusion.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

13. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL



CITY OF BALLARAT
**Annual Partnerships
and Grants Report
2022/23**



—

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.

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Executive Summary

Welcome to the 2022/23 Annual Partnerships and Grants Report.

The City of Ballarat Partnerships and Grants Program supports recipients to deliver quality programs, events, projects and services which benefit the Ballarat community and visitors and brings a range of social, environmental and economic returns to the City.

In 2022/23, 121 new applications were received, and fifteen Strategic Partnerships were in place through their multi-year agreements. Total payments to the value of \$1,267,416.23 were made to 74 organisations. The itemised grant funding paid out in 2022/23 is as follows:

- Strategic Partnerships Grants a sum of \$834,489.50 was paid out to 13 organisations with one organisation being paid through the Tourism Events Grants budget.
- Community Impact Grants a sum of \$277,926.73 was paid out to 47 organisations.
- Tourism Events Grants a sum of \$155,000 was paid out to 14 organisations, and includes payment for one Strategic Partnership.

Grant funding programs in 2022/23, for new applications were offered across three categories: City Partnerships, Community Impact Grants and Tourism Events Grants, providing funds to a diverse range of groups and organisations with strong connections to the Ballarat community.

Funding agreements for 2022/23 can be categorised across several sectors that the funding is providing support to, these sectors include:

- Arts and Events 32 percent of funding
- Infrastructure and Asset Management 24 percent
- Sport 22 percent
- Education and Development 18 percent
- Business and Commerce four percent

There was a slight increase in applications received in 2022/23 with an increase also noted in successful applications. Community Impact Grants received 75 applications, with 47 applications awarded at an approval rate of 66 percent, this increase is up from 61 percent in 2021/22. Tourism Events Grants received 23 applications, with 14 applications awarded at an approval rate of 61 percent, this increase is also up from 50 percent in 2021/22.

In 2022/23, the Strategic Partnership Program was discontinued in its current form going forward, with funding continuing to all existing partnerships until

their expiration dates. Following a review, the Strategic Partnership Program was renamed and replaced with the new City Partnership Program, which opened for new applications in October 2022 and attracted 23 submissions. Assessment of the 23 applications was finalised at the end of the June 2023 and will be reviewed, processed and budgeted in the 2023/24 financial year.

Grant writing workshops for the Community Impact Grants were conducted by Ballarat East Neighbourhood House and provided to community groups and organisations as part of the application process. The workshops assisted in developing writing skills, with a particular focus on addressing the grant guidelines. In 2022/23, four workshops were delivered, with 74 participants registered and 56 participants attending. Of the 47 successful applications for 2022/23, 13 of those community groups or organisations attended one of the four workshops, presenting 28 percent of applicants that attended workshops were successful.

The Partnerships and Grants Policy and associated guidelines are reviewed annually, with 2022/23 seeing some changes in the timing for grant programs and assessments of applications. The new City Partnerships Program applications are now reviewed by an assessment panel with a recommendation report presented to Council for approval. Tourism Events Grants remained open all year with assessment and approvals taking place each month, this provided a more flexible approach for applicants planning and delivering events in Ballarat. Community Impact Grants offered the same level of funding over a reduced number of two rounds which saw an increase in application numbers and quality.

The online grants management software, SmartyGrants was relatively new in 2022/23 and has provided the City of Ballarat with the opportunity for more efficient, effective and transparent management of the grants programs, from application to acquittal. There is more work to be done in this space to continue to enhance the user experience and improve the reporting mechanisms, however significant progress has been made through monitoring, evaluating, and training of the system.

This report will give an overview of grant recipients including community benefits and project outcomes from the funding received, and the strategies being put in place to ensure continuous improvement.