EUREKA CENTRE AND EUREKA STOCKADE MEMORIAL PARK

Draft Interpretation Plan

City of Ballarat 2019

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Cover image: 'Swearing allegiance to the Southern Cross' 1854, watercolour & ink on paper, Carles A. Doudiet, purchased by the Art Gallery of Ballarat with the assistance of many donors, 1996.

Adjacent image: Ballarat East gold workings and miners cottages 1861, R. Daintree, State Library Victoria.

ACKNOWLEDGEMENTS

Ballarat's First Peoples

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

Contributors

The City of Ballarat sincerely thanks community members and stakeholders who shared their ideas, aspirations and local knowledge throughout the development of the Interpretation Plan.

We acknowledge the significant contribution and commitment of the Eureka Community Advisory Committee, which was established by the City of Ballarat in 2018 to represent community views and provide advice to Council to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E) to the Eureka Centre.

Representing local historians, heritage experts and collections managers, the History Reference Group contributed vital specialist knowledge in the development of the Eureka Thematic Framework, prepared by Way Back When consulting historians. The Framework is summarised in Section 4 and can be found in full in Appendix A.

The Interpretation Plan was prepared by the City of Ballarat.

EXECUTIVE SUMMARY

INTRODUCTION

There are few events in Australian history that can equal the Eureka rebellion in its dramatic impact on the social and political fabric of the nation as we know it.

As the site of this formative event and current home of its principal artefact, the Eureka Flag, the Eureka Stockade Memorial Park and the Eureka Centre are a place to connect with Eureka's multilayered, contested and much-loved story.

Following the closure of the Museum of Australian Democracy at Eureka (M.A.D.E) and reopening of the Eureka Centre in 2018, this Interpretation Plan was undertaken by the City of Ballarat to better understand community connections to the Eureka story and site and aspirations for how they could be interpreted to form a more cohesive visitor experience.

This, together with technical analysis and discussions with key stakeholders, has shaped a new approach to telling the Eureka story, articulated through a community vision, guiding principles and visitor learning objectives outlined here.

KEY FINDINGS

Community and stakeholder engagement undertaken for this plan has demonstrated strong support for refocusing interpretation at the Eureka Centre and Eureka Stockade Memorial Park on the Eureka story, with site interpretation under M.A.D.E having previously positioned Eureka within a broader international context of democratic struggle.

This new approach aims to ensure that the third iteration of a cultural institution on the site is a successful and sustainable visitor attraction, carrying the Eureka legacy well into the future.

Feedback highlighted three key areas for improvement that have formed the basis of the implementation plan (see Section 6):

Place

- Creating a place that people love to visit, which builds reverence for and better connects the Eureka Stockade Memorial Park with the Eureka Centre and its destination object – the Eureka Flag

Partnerships and Advocacy

- Strengthening relationships with local, national and international industry partners, through leadership, collaboration and reciprocal advocacy

Programming

- Acknowledging the broad appeal of and connection to Eureka, by providing multiple entry points into the story for visitors with a wide range of backgrounds, abilities and levels of interest

THE WAY FORWARD

The Interpretation Plan has identified that there are many opportunities to grow the relevance and reach of the Eureka story and its historic site. This is being constrained, to an extent, by the configuration and limited available space within the Eureka Centre building to accomodate public programs. Recognising that it will take time to garner sufficient support and investment to find ways to address this, it is proposed that improvements be focused in two stages.

Priority 1

The immediate focus for public programming will be on gradually enhancing the existing interpretive offering. It is essential that the Eureka Centre completes its transition from the previous M.A.D.E iteration to strengthen its key selling point, built around the museum experience, the Eureka Flag and the interpretation of its historic site.

A focus on curatorship, programming and a stronger integration of the site into the Eureka Centre experience will drive incremental improvement and build the Eureka Centre's reputation as both a successful visitor attraction and a respected cultural institution. This approach will help position the Eureka Centre as a desirable prospect for visitation and investment that would facilitate more significant changes.

Priority 2

A longer term and equally important priority is to attract sufficient funding (from public and private sources) to address the spatial limitations of the building. Its spaces need to be reconfigured and reimagined in order for programming to grow to meet the evolving needs of the institution and its audiences. There are ways this could be achieved without increasing the building footprint, which is critical given the site's significant heritage values that must not be impacted on.

Underutilised areas of the building have the potential for expansion. For example, there is opportunity to create a mezzanine level above the permanent exhibition space (currently a void), which would provide expansive views of the Eureka Stockade Memorial Park and a visual connection with the site of the government camp in Camp Street, exploiting its geographical position. The courtyard could also be activated as public space, bringing amenities closer to the main entrance. Importantly, the designated museum area, which is presented in a circular format, has great potential to be redesigned and expanded. This would introduce additional spaces to support the delivery of complementary programs to the main exhibition.

COMMUNITY VISION

'The Eureka story is powerful, challenging and relatable. It is a foundation legend of hope and struggle that forms a significant part of our local sense of place and national identity. The legacy of Eureka is shared by Ballarat, Australia and many nations. It is both a unifying and contested historical symbol that continues to resonate with each generation.'

GUIDING PRINCIPLES

Evoke an emotional response from visitors that builds a sense of reverence for the Eureka site and flag

Use stories about real people and their experiences to make the Eureka story more tangible and relatable

Offer multiple entry points into the Eureka story for people of all abilities, reflecting its diverse appeal and various levels of interest, from surface exploration to a deeper dive

Continue to connect the historical events of Eureka with pressing cultural, political and social issues and values

Be bold and readily engage with the difficult facts and realities of the Eureka story, including its contested historical and contemporary viewpoints

Enhance the values of the Eureka Stockade Memorial Park and better connect them with the broader interpretive experience

VISITOR LEARNING OBJECTIVES

The Eureka Flag is a powerful rallying symbol with wide-ranging connotations, connections and meanings

An understanding of the circumstances leading to the Eureka Stockade, what it looked like and where it may (or may not) have happened

Goldfields' migrants brought with them an assortment of daring ideas and belief systems that made Ballarat the perfect environment for the Eureka rebellion to thrive

The Eureka Stockade was a pivotal moment in world history with profound political, social and cultural impact that endures today

The Eureka story embodies the idea of common people uniting to fight for a 'fair go' – a notion at the heart of the Australian spirit and identity

Regardless of an individual's life experience or values, within the Eureka story there is someone or something they can relate to or connect with

The Eureka Stockade was a significant catalyst in the evolution of democratic ideals in Australia and remains highly relevant and symbolic in contemporary Australian culture

PROJECT PLANNING AND DELIVERY

The diagram below demonstrates how the interpretive approach outlined in this plan will be implemented in practice, through the key phases of project planning, including scoping, content development and design and delivery.

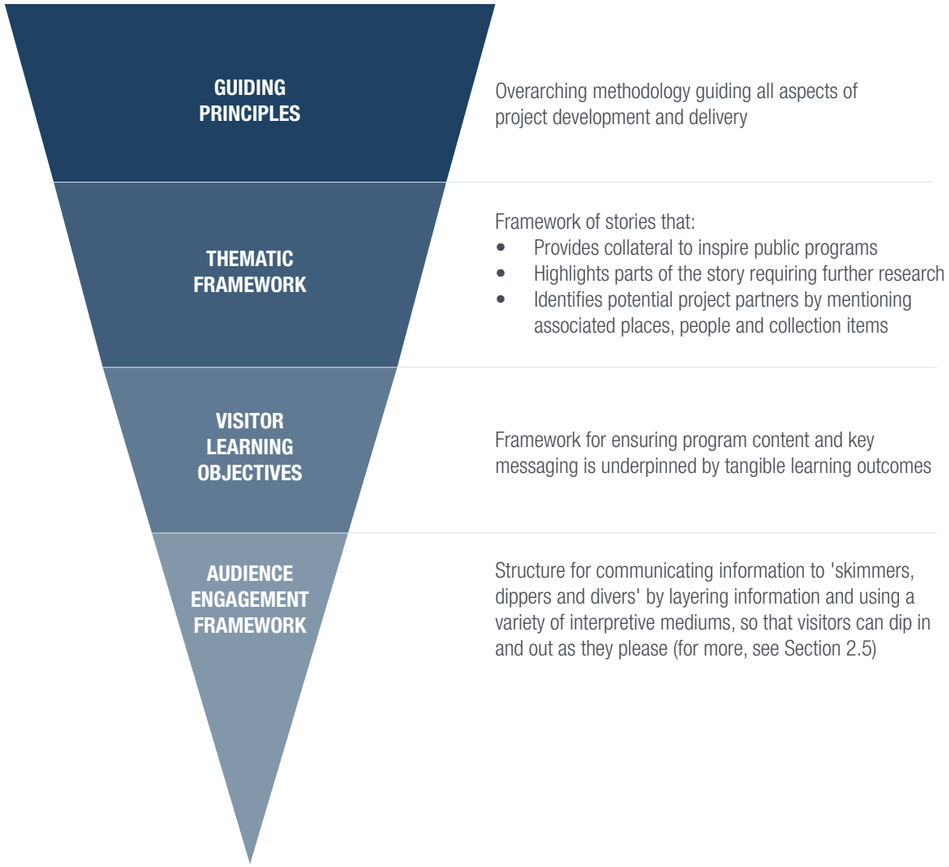
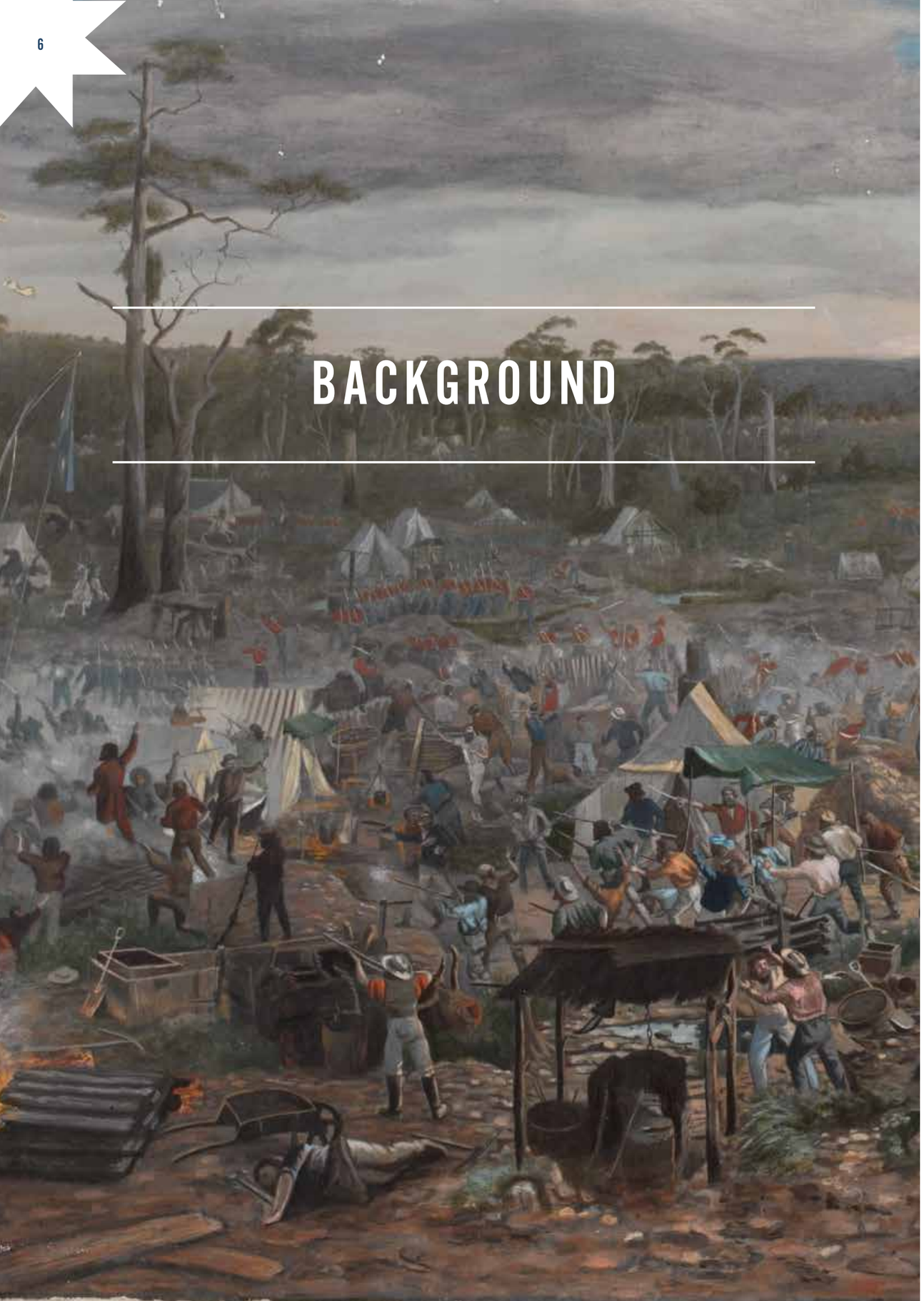


Figure 1: Implementation hierarchy



BACKGROUND

BACKGROUND

WHAT IS INTERPRETATION AND WHO IS IT FOR?

'Interpretation refers to the many interesting and evocative ways of engaging people in the history, stories and significance of a place.[1]

There are several other definitions, including those set out by the International Council of Museums (ICOM) and in best practice industry frameworks like Significance 2.0 and the National Standards for Australian Museums and Galleries.

Essentially, interpretation means storytelling and it is for everyone, no matter their age or background. It can take many forms and is traditionally associated with object displays and didactic panels at museums or heritage sites, but is constantly evolving in its use of different mediums, which include:

- Emerging technology (geo-spatial and virtual and augmented reality)
- Oral history and soundscapes
- Creative and performing arts
- Smart phone applications
- Printed publications
- Events and activities

WHY WE NEED AN INTERPRETATION PLAN

Interpretation planning guides how the cultural significance of a place or object will be communicated to audiences. Given the broad appeal and contested nature of many aspects of the Eureka story, telling it can be done in many and varied ways.

The purpose of this document is to provide clear direction to the City of Ballarat, as custodians of the Eureka Stockade Memorial Park, Eureka Centre and Eureka Flag, for how the story should be told at the site and better connected through local, national and international partnerships.

The plan establishes a vision and parameters for implementing a new approach to interpretation, which has been shaped by technical analysis and what community members, stakeholders and industry experts have told us.

This plan brings together:

- What people value about the Eureka story and how they would like to see it told
- Opportunities to interpret the Eureka Centre and Eureka Stockade Memorial Park and grow its audience
- Opportunities to partner with cultural institutions and organisations elsewhere in Ballarat, Australia and around the world
- A Eureka Thematic Framework of stories to inspire future interpretation

HOW IT WILL BE IMPLEMENTED

The plan is one of two separate but complementary documents:

2030 Vision

The 2030 Vision is an aspirational strategic document developed by the Eureka Centre Community Advisory Committee (ECCAC) that guides the reimagining of the Eureka Centre as an acclaimed, respected and sustainable cultural institution.

Interpretation Plan

The Interpretation Plan articulates how stakeholder and community values and aspirations will be delivered through custodianship and a new approach to interpretation of the Eureka story and Eureka Stockade Memorial Park. The plan has been developed using best practice professional standards to ensure the integrity of the site and its values, as well as to engage audiences and stakeholders in their diversity to increase the Eureka Centre's relevance and reach.

The plan is intended to inspire – rather than strictly control – interpretation, which requires creative expression and the flexibility to adapt to changing technologies, industry standards and visitor expectations. It does this by highlighting opportunities and challenges and presenting a Eureka Thematic Framework to be used as a springboard for tailoring future storytelling.

The plan will also ensure that future site interventions, both temporary and permanent, are aligned with the vision and principles outlined in this document, as well as with Council's responsibilities as custodians of a national heritage site (see page 5: Governing legislation).

ROLE OF INTERPRETATION PLAN

INFORM PLANNING

Influence strategic and business planning

Provide clarity for project partners on future direction and opportunities to collaborate and advocate

FRAME PUBLIC PROGRAMING

Provide a clear vision and parameters for site interpretation

Provide collateral for curatorial response

GUIDE CUSTODIANSHIP

Engage community and stakeholders in telling the Eureka story

Provide parameters for custodianship of the Eureka Flag and Eureka Stockade Memorial Park

1 Definition according to the *Australia ICOMOS Charter for Places of Cultural Significance* (The Burra Charter), 2013.

Adjacent image: 'Eureka Stockade' 1890, B. Ireland, State Library Victoria.

METHODOLOGY

This Interpretation Plan was developed in accordance with the best practice methodology set out in the Australia ICOMOS (International Council on Monuments and Sites) practice note for interpretation[2] which sets out a series of steps:

1. Research and identify significant themes and stories about the place
2. Analyse the place to identify interpretive opportunities and issues
3. Profile the likely audiences for the interpretive activities
4. Describe how these themes and stories will be presented
5. Provide a framework for managing visitors
6. Set priorities, timing and define the resources needed

The following steps were undertaken to implement this approach:

ENGAGE - SECTION 3

- Established ECCAC to advise Council over 12 month transitional period
- Launched 'love, retain, imagine' survey to identify community connections, aspirations and issues
- Met with industry stakeholders to disucss opportunities for partnerships and advocacy

RESEARCH STORIES AND THEMES - SECTION 4 AND APPENDIX A

- Commissioned a Eureka Thematic Framework encapsulating key stories, objects and people to inspire interpretation
- Consulted with local collection managers and academics, including through the establishment of a History Reference Group, providing expert advice to the research process

ANALYSE THE PLACE AND AUDIENCES - SECTIONS 1, 2, 3 AND 5

- Highlighted spaces for interpretation at the Eureka Centre and what issues and opportunities they present
- Determined informal use zones within the Eureka Stockade Memorial Park where commemoration, interpretation and recreation is occurring, to guide any future interventions that support these activities
- Analysed visitor data, visitor management issues and results from community and stakeholder engagement

DEVELOP A WAY FORWARD - EXECUTIVE SUMMARY AND SECTION 6

- Formulated a vision, objectives and guiding principles for a new interpretive approach for the Eureka Centre and Eureka Stockade Memorial Park, underpinned by outcomes from the community and stakeholder engagement, research and technical analysis
- Set priorities and timing in an implementation plan (NB: the required budget and resources are not listed in the implementation plan, as further work is required to establish parameters for each project)

2 Australia ICOMOS 2013, Practice Note: *Interpretation*.

GOVERNING LEGISLATION

Environmental Protection and Biodiversity Conservation Act 1999

The Eureka Stockade Memorial Park was listed on the Register of the National Estate in 1994, superceded by the Australian National Heritage List in 2003. This is the highest level of statutory protection for places of outstanding heritage value to Australia, which are governed under the Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act).

The management of heritage listed places should be guided by a Conservation Management Plan or similar document, which in this instance is the Eureka Stockade Reserve Conservation Analysis and Masterplan (2001). Any action that may not accord with this document and/or is likely to have a significant impact on heritage values must be referred to the Minister and undergo an environmental assessment and approval process.

Heritage Act 2017

The Eureka Historic Precinct is also included in the Victorian Heritage Register (VHR) and Victorian Heritage Inventory (VHI), both of which provide statutory protection to the site and its archaeology under the Heritage Act 2017 (replacing the Heritage Act 1995).

The VHR lists Victoria's significant heritage places and objects, while the VHI lists the State's known historical (non-indigenous) archaeological sites. The Eureka Historic Precinct is included in both the VHR and VHI for its historical, cultural and archaeological significance to the State of Victoria. A permit or permit exemption must be sought from Heritage Victoria for any works or alterations to the registered site above and below ground.

RELATED CITY OF BALLARAT STRATEGIES AND PLANS

Eureka Stockade Reserve Conservation Analysis and Masterplan 2001

Today, Tomorrow, Together: the Ballarat Strategy 2015

Our People, Culture and Place: a plan to sustain Ballarat's heritage 2017-2030

Ballarat's Creative City Strategy 2019

Ballarat East Local Area Plan 2019

GLOBAL FRAMEWORKS

Historic Urban Landscape (HUL) - UNESCO

In 2013, the City of Ballarat became the first local government in the world to sign up to UNESCO's (the United Nations Education, Scientific and Cultural Organisation) Historic Urban Landscape or 'HUL' program. HUL is a methodology developed by industry experts from around the world to address the global issue of how to manage change in historic cities.

HUL has increased the City of Ballarat's role with heritage beyond that of statutory authority and place manager. Among many other things, it has helped us recognise the importance of storytelling to sustain Ballarat's identity and sense of place. This has seen the City of Ballarat take a lead role in carrying out, facilitating and supporting storytelling in our city, through a series of programs set out in Our People, Culture and Place: a plan to sustain Ballarat's heritage 2017-2030.

Central Victorian Goldfields World Heritage bid

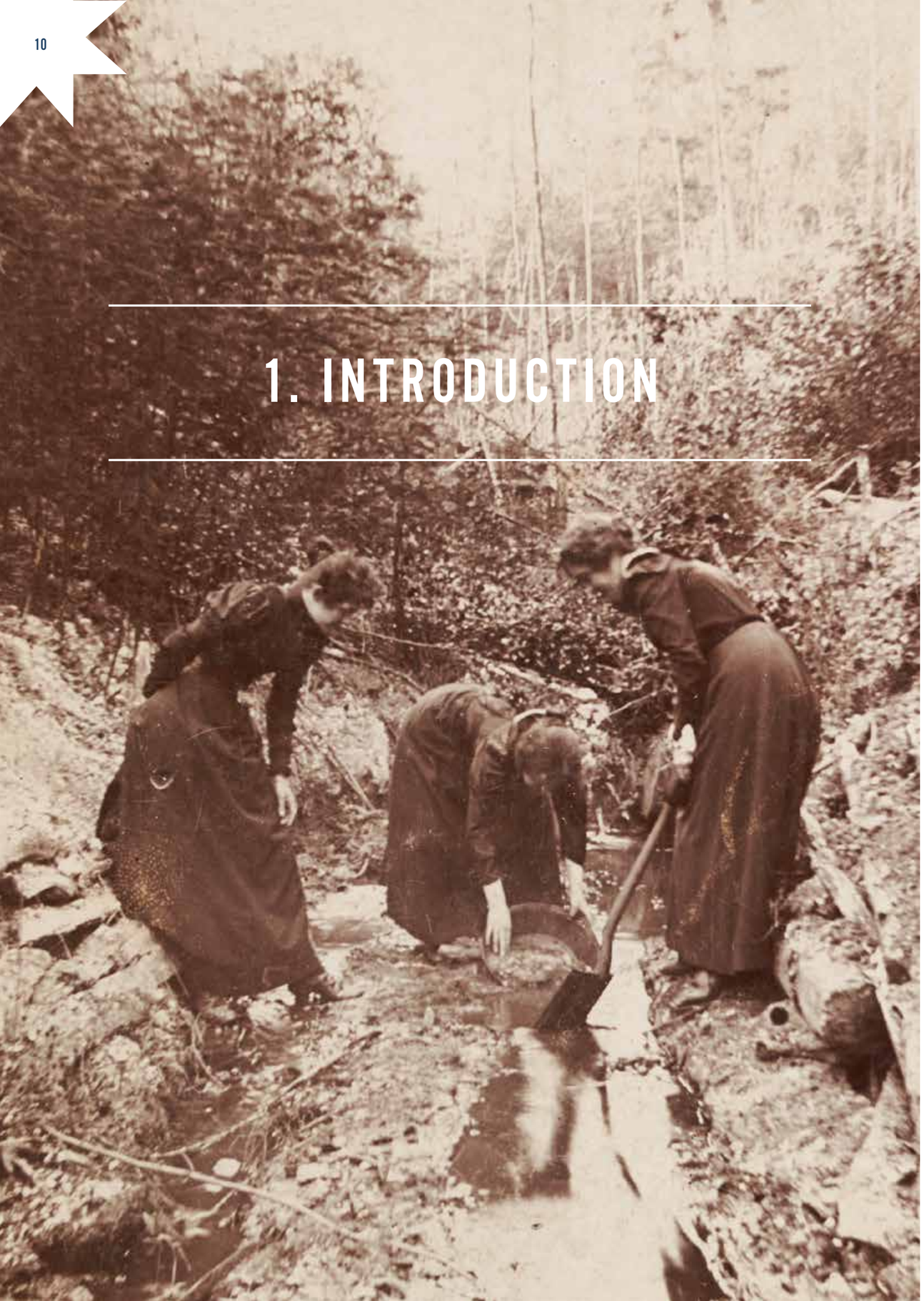
Ballarat is part of a regional partnership of 13 local government areas leading the social and economic regeneration of the Central Victorian Goldfields, by pursuing World Heritage listing of the region's significant heritage places. Achieving World Heritage listing is a complex process that involves many steps, including assessing the 'best of the best' heritage places that demonstrate the goldfields' universal stories, from what is already covered in local, state and national heritage listings, such as the Eureka Stockade Memorial Park.

While the bid will take several years to complete and there is no guarantee it will be successful, the process itself will deliver great benefits to the region and its heritage, regardless of the outcome. This Interpretation Plan has been developed in consideration of the potential for World Heritage Listing of the Eureka Stockade Memorial Park, by highlighting regional, national and global stories in the Eureka Thematic Framework and supporting potential local, national and international partnerships.

The Burra Charter, 2013 - Australia ICOMOS Charter for Places of Cultural Significance

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

The Charter highlights the importance of both tangible and intangible heritage, including Aboriginal cultural heritage. It calls for consideration of fabric, setting, use, associations, meanings, records and related places and objects; and provides guidance for their interpretation. This approach has underpinned the direction of the Interpretation Plan



1. INTRODUCTION

1. INTRODUCTION

1.1 CURRENT INTERPRETIVE OFFERING

The current interpretive offering at the Eureka Centre and Eureka Stockade Memorial Park has been in a transitional phase since the closure of M.A.D.E in 2018. During this time, extensive community and stakeholder engagement has been undertaken to establish a clear direction for creating a new visitor experience, set out in this Interpretation Plan and the 2030 Vision.

Since mid-2018, the Eureka Centre's operational focus has been on strategic renewal and cultural change. This involved the updating of administrative systems, visitor services, branding and signage, the café and shop and importantly, making changes to the permanent exhibition to more closely reflect the history of the Eureka Stockade.

A summary of the current interpretive offering is provided below - see Section 5 for a full description.

Permanent exhibition

A circular exhibition space, adjoining alcoves and a secure flag room comprise the Eureka Centre's main permanent interpretive display. To complement the destination object, the Eureka Flag, this contains primarily text-based information, as well as imagery, object cases and several interactive screens, which are ageing and difficult to maintain. When constructed for M.A.D.E, the space positioned Eureka within a broader international context of democratic struggle. As an interim measure, this was 're-skinned' in late-2018 to take emphasis off of the international context and refocus on the events surrounding the Eureka Stockade. Further work is required for the permanent display to adequately reflect the different layers and perspectives of the Eureka story and to make it more accessible for visitors of all ages and abilities.

Eureka Education program

The well-established Eureka Education program continues to contribute substantially to the Eureka Centre's annual visitor numbers. It currently offers two school programs for History levels 3-6 and 9-10 and Civics and Citizenship levels 5-10, which are tailored to key aspects of the Eureka story. There is considerable potential to grow and expand the program to cater for more year levels and provide additional classroom resources for teachers.

Online presence

The website established under M.A.D.E was deactivated in 2018 and there are plans to launch a new online platform for the Eureka Centre. The Eureka Centre has its own Facebook page where community members can keep up-to-date on news and events.

Eureka Stockade Memorial Park

Interpretation of the Eureka Stockade Memorial Park is currently limited to interpretive plaques accompanying the monument and public artworks on site. The information being communicated is somewhat disjointed and does not form a cohesive visitor experience with the Eureka Centre. There remains community nostalgia for the diorama and replica stockade that were once on the site. A desire for a physical representation of the stockade or designation of the site of the actual Eureka Stockade remains important to people, but it is clear that identification of the site is more important than the creation of a replica. The actual site of the Eureka Stockade remains contested, with different historians placing it at various locations in the vicinity of the Park. Interpreting all the possible locations of the Eureka Stockade (but not through physical infrastructure on the site itself) presents an opportunity to engage visitors in exploring the differing accounts of what happened.

Ballarat Research Hub at Eureka

In mid-2019, the Ballarat Research Hub at Eureka (BRHAE) was established to create a one-stop-shop for history researchers, combining the expertise and resources of the Public Record Office Victoria (PROV), the Ballarat and District Genealogical Society and the City of Ballarat's Australiana Collection. This important partnership will help build a reputation for the site as a centre for ideas and research. Additionally, both PROV and the Australiana Collection hold significant artefacts connected to the Eureka story that could be drawn on to enhance the interpretive experience.

Connectivity

The Eureka Centre and Eureka Stockade Memorial Park are a critical stopping point on the Eureka Trail. Created in the 1990s, the trail contains a series of interpretive signs following the route taken by police and soldiers from the government camp in Camp Street to quell the uprising at the Eureka diggings on 3 December 1854. The interpretive signs are in poor condition from exposure to the elements and some contain outdated information that needs to be revised.

Adjacent image: Bush scene, three women panning for gold [location unknown] c.1855-1910, State Library Victoria.

1.2 THE STORY SO FAR

The question of how best to appropriately commemorate, celebrate and reflect on the Eureka Stockade has been a matter of great public interest since almost immediately after it occurred in the early hours of the morning on 3 December 1854. After several decades of intangible remembrance, a monument commemorating the event was established at its purported location in 1885. The establishment of the Eureka Improvement and Progress Association in 1912 saw the beginning of the grounds being beautified, as well as the tradition of non-political and non-sectarian anniversary celebrations at the site.

After several years of discussion, calls to build a museum at the Eureka Stockade Memorial Park were finally successful during the 1990s, which saw the Eureka Stockade Centre constructed and opened to the public in 1998.

Expectations and scrutiny of this new cultural institution in its representation of the Eureka story – one of Australia's European foundation legends – were high from the outset. Over twenty years on, and after several changes in its name, concept and organisational structure, the City of Ballarat has reaffirmed its commitment to the Eureka Centre and Eureka Stockade Memorial Park, setting a new direction for interpreting the Eureka story.

Image: Replica Eureka Stockade that was decommissioned in the 1990s, Federation University Historical Collection.

3 December 1854
Eureka Stockade event takes place, killing six soldiers and at least 22 rebels

1855 onwards
Meetings on anniversary date at Eureka Stockade site take place each year

1856
Monument erected at Ballarat Cemetery for those who died 'resisting the unconstitutional proceedings of the Victorian Government'

1884
Purported site of Eureka Stockade gazetted as public reserve

1885
Monument to Eureka Stockade formally opened at the site

1912
Eureka Stockade Memorial Committee established to help beautify the reserve surrounding the monument

1912 to 1980s
Reserve boundaries were extended and new features added, including Lake Elsworth (which later became Eureka swimming pool) and Lake Penhalluriack, the caravan park, rotunda, tree plantings and formal gardens and paths

1970
Mechanical diorama unveiled at the site to help tell the Eureka story (decommissioned in the 1990s)

1980
Stylised representation of the Eureka Stockade, erroneously built from logs, established at the site to help visitors anchor their visit

1994
Eureka Rebellion Historic Precinct added to the Register of the National Estate (now the National Heritage List)

1998
Eureka Stockade Centre opened (constructed 1997) under management of Sovereign Hill Museums Association

2002
City of Ballarat takes over management of Eureka Stockade Centre

2013
Stage 2 redevelopment of the Eureka Stockade Centre leads to opening of the Museum of Australian Democracy at Eureka (M.A.D.E) in refurbished and extended building, managed by an independent board

2018
Ballarat City Council resolves to wind up M.A.D.E operations and resume management as the Eureka Centre

2018 to 2019
City of Ballarat develops an Interpretation Plan in consultation with the community and stakeholders, to form a new direction for interpreting the Eureka story

2. VISITOR TRENDS AND AUDIENCE DEVELOPMENT

2. VISITOR TRENDS AND AUDIENCE DEVELOPMENT FRAMEWORK

This section presents visitor data and feedback from the Eureka Centre and its Eureka Education program over the last three financial years, to identify trends and areas for improvement in its main, permanent interpretive offerings. Methods for collecting visitor data have varied across changes in institutional identity from M.A.D.E (2013 - March 2018) to the Eureka Centre (March 2018 - present), making it difficult to correlate meaningful qualitative feedback and quantitative data on the market profile of visitors. No data is currently collected on visitors to the Eureka Stockade Memorial Park. The information below therefore draws only on overall figures for annual visitation and postcodes of visitors to the Eureka Centre itself, as well as anecdotal feedback provided to staff.

Recent data from Tourism Research Australia (TRA) is also presented to provide a snapshot of Ballarat's visitor economy in terms of the types of visitors we know are coming, what they like to do when they get here and how long they typically stay. This will assist in understanding how the interpretive offering can be shaped and marketed through partnerships with other cultural institutions, as well as accommodation, hospitality and tourism providers.

Adjacent image: The Eureka Stockade 1890, Rose Stereograph Co., State Library Victoria.

2.1 EUREKA CENTRE

The Eureka Centre's main visitor offering is a permanent exhibition interpreting the Eureka story. Its centrepiece is the Eureka Flag (on long term loan from the Art Gallery of Ballarat), which is complemented primarily by text-based information, as well as imagery, object displays and several interactive screens, many of which are no longer functioning optimally and are difficult to maintain.

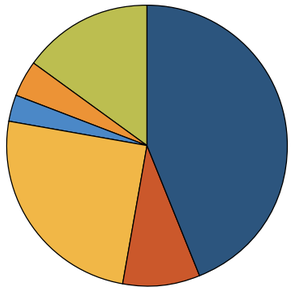
In addition to its permanent exhibition, the Eureka Centre has introduced a monthly lecture series utilising its 114-seat auditorium and holds regular pop up events and activities. Each year, the Eureka Centre also hosts a free public event in the week of the anniversary of the Eureka Stockade on 3 December.

Visitor feedback

- Viewing Eureka Flag is the main highlight
- Front entrance is difficult to find
- Noisy during school visits
- A lot of text to read
- Interactive screens text-heavy and sometimes out of order
- Noise pollution in flag room from main exhibition
- Not accessible for visitors with special needs or whose first language is not English
- Toillets are quite far away from main exhibition
- Very little connection with the site

Visits

(2018-2019 FY)



- Non-locals (exhibition entry): **44%**
- Eureka Education: **25%**
- Free (non-ticketed areas including café, gift shop and public restrooms): **15%**
- Locals (exhibition entry): **9%**
- Venue hire: **4%**
- Tour groups: **3%**

Key learnings

Local entries to the exhibition are consistently lower than non-locals (despite receiving free admission)

Tour group visits have decreased by 1.5% since 2016-2017 FY (during the transition period from M.A.D.E to Eureka Centre, the focus has been on community messaging about the transition and consolidation of the Education Program and incoming tourism market. A new marketing plan will address potential areas of growth, including organised group visits.)

Venue hire has decreased from 8.5% to 4% since 2016-2017 FY (two venue hire spaces were lost with the relocation of staff offices to make way for the Ballarat Research Hub at Eureka. Hire fees are also now being equitably applied to conform with Council requirements, whereas free usage was previously offered regularly by M.A.D.E)

Free entries to non-ticketed areas including the café, which draws visitors in its own right, dropped from 17% to 15% between the 2016-2017 and 2017-2018 FYs

40%
of domestic visitors to the Eureka Centre come from within Victoria (consistent over last three FYs)

36%
of domestic visitors are locals (up 9% from 2016-2017 FY)

24%
of domestic visitors are from interstate, primarily from states along the east coast (down 8% since 2016-2017 FY)

Consistent decline evident during cooler months between May and August

Consistently lower visitation evident over the summer break, particularly during December (in part attributable to no school visits during holidays)

Warmer periods of September-November and March-April have consistently higher visitation

2.2 EUREKA EDUCATION PROGRAM

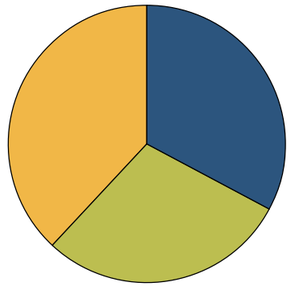
Students participate in the Eureka Education program from a wide range of locations, including local schools and those from across Melbourne, Victoria and interstate. The education program is designed to align with the Australian and Victorian curriculum and caters for schools from anywhere in the country.

Teacher feedback

- Well formulated, interactive and engaging program
- Focus on real characters involved in the Eureka Stockade helps create a relatable experience for students
- Noise pollution in flag room from main exhibition
- Ongoing technical issues with interactive screens
- Expand education program to link with curriculum outcomes across more year levels
- Cater more for children with special needs
- Create more digital resources for use in classrooms

School locations

(As of 31 July 2019)



- Regional / Remote Victoria: **38%**
- Interstate: **33%**
- Metro / Outer metro Melbourne: **29%**

Key learnings

8,000–9,000
students per year participate in the Eureka Education programs (equating to between 25% and 30% of the Eureka Centre's total annual visitors over the last three financial years)

August to November
is the annual peak period for participation, attributable to the way in which schools plan their curriculum

Feedback from teachers is consistently positive, with noise pollution in the flag room and ongoing technical issues with the interactive screens being flagged as areas for improvement

The Education Program has proved popular and viable across all three Eureka museum/interpretative centre iterations

74%
of 2019 booking were from schools on a return visit (as of 31 July)

26%
of 2019 bookings were from schools on their first visit (as of 31 July)

Year 5 and 6 students are by far the most common participants (up to as much as 80% of all education visits), with Years 9 and 10 students the next most popular

School holidays are predictably the quietest time of year for the education program, especially over the Summer break

2.3 LOCAL VISITOR ECONOMY

Tourism Research Australia (TRA) is Australia's leading provider of tourism intelligence across international and domestic markets, helping improve the performance of Australia's tourism industry. TRA data for Ballarat during the 2018 calendar year[3] presents a visitor profile that is useful for the Eureka Centre in identifying ways its ticketing and interpretive offering could be tailored and marketed. For example, offering ticketing packages to locals who bring out-of-town visitors with them, or partnering with a series of local institutions and industries to provide linked itineraries for mutual benefit.

DOMESTIC OVERNIGHT VISITORS

733,000

domestic overnight visitors in 2018 (who stayed an average of two nights in the region) to:

- **39%** 'visit friends and relatives'
- **32.1%** for a 'holiday'
- **19.8%** for 'business'

Most popular accommodation:

- **40.8%** 'friends or relatives' property'
- **17.2%** 'standard hotel or motor inn, below 4 stars'
- **14.1%** 'rented house, apartment, flat or unit'
- **6.8%** 'caravan park of commercial camping ground'

92.3%

of domestic overnight visitors used a 'private vehicle or company car' to travel to the region

84%

of domestic visitors were from within Victoria (16% were from interstate)

Age group of domestic overnight visitors:

- **20.9%** '35 to 44 years'
- **19.2%** '65 years and over'
- **18.2%** '45 to 54 years'

Visitors travelled to Ballarat in a variety of parties:

- **28.6%** 'alone'
- **25.9%** as an 'adult couple'
- **19.9%** with 'friends or relatives'
- **18.9%** with a 'family group'
- **5.5%** with 'business associates'

Most popular activities:

- **53.6%** 'eat out, dine at a restaurant of café'
- **45.6%** 'visit friends and relatives'
- **20.7%** 'sightseeing or looking around'

$158

on average spent per night in the region by visitors

INTERNATIONAL OVERNIGHT VISITORS

22,700

international overnight visitors in 2018 who came:

- **57.4%** for a 'holiday'
- **29.9% to** 'visit friends and relatives'
- **5.6%** for 'education'

The region received 4% of visitors and 3.1% of overnight stays in regional Victoria

Most popular accommodation:

- **36.1%** 'rented house, apartment, flat or unit'
- **33.7%** 'friends or relatives' property'

Age group of international overnight visitors:

- **36.9%** '65 years and over'
- **17.6%** '25 to 34 years'

Top 5 countries of origin for visitors to the region were:

- **25.4%** New Zealand
- **13.4%** United Kingdom
- **10.2%** USA
- **7.2%** France
- **6.2%** Mainland China

DOMESTIC DAYTRIPS

2.0+ million

domestic daytrip visitors in 2018

- **43.5%** for a 'holiday'
- **34.3%** 'visiting friends and relatives'
- **10.1%** for 'business'

The region received 5.7% of daytrips to regional Victoria

Age group of domestic daytrip visitors:

- **22.6%** '65 years and over'
- **21.9%** '55 to 64 years'
- **19.3%** '35 to 44 years'

93.9%

of domestic daytrip visitors used a 'private vehicle or company car' to travel the region

Most popular activities:

- **51.2%** 'eat out, dine at a restaurant of café'
- **41.2%** 'visit friends and relatives'
- **23.3%** 'go shopping for pleasure'
- **22.3%** 'sightseeing or looking around'
- **8.9%** 'visit history, heritage buildings, sites or monuments'

$97

on average spent per daytrip to the region by visitors

3 Analysis of all TRA data in this section courtesy of Visit Ballarat.

2.4 IDENTIFYING AUDIENCES

END USERS

Audiences to be drawn into the Eureka story for general interest, deep engagement or as casual or incidental visitors to Ballarat

Status:

- Interpretation for general public is heavily detail-oriented and still partially in a transitional phase from M.A.D.E
- Eureka Education is delivering student programs to a very high standard and has great capacity to be expanded
- Currently very little or no offering for visitors whose first language is not English and those with special needs

GENERAL PUBLIC

- Skimmers, dippers and divers (see Section 2.5)

VISITORS WITH SPECIFIC NEEDS

- Visitors for whom English is an additional language
- Children and youth (families)
- Students
- Visitors of all abilities

RESOURCE SEEKERS

Audiences seeking information and resources for their professional work or personal interests

Status:

- Engagement between the Eureka Education program and the education sector is strong and could be further developed
- Resource seekers are currently not a major focus for interpretation, however there is opportunity to do so with the establishment of the Ballarat Research Hub at Eureka

RESEARCH SECTOR

- Academics
- Public historians
- Genealogists and more

EDUCATION SECTOR

- Universities
- Primary and secondary teachers
- Teaching organisations

INTERNAL

- City of Ballarat departments

MEDIA

- Mainstream
- Specialist

PROJECT PARTNERS

Audiences to engage in helping tell the Eureka story and to partner with for funding, research and advocacy opportunities

Status:

- Relationships have been establishment with some of these groups, however this audience should be a critical focus moving forward in order to expand relevance and reach of the Eureka Centre
- Working with Traditional Owners to better understand their role in the Eureka story and goldfields era holds exciting potential

INTEREST GROUPS

- People with family links or affinity with Eureka and the goldfields
- Those interested in history, politics, textiles, workers' rights, social justice and more

FUNDING AND ADVOCACY

- Philanthropists
- All levels of government
- Public officials

CULTURAL TOURISM INDUSTRY

- Universities
- Cultural institutions
- Private collectors
- Tourism operators and peak bodies
- Cultural and creative industries
- Other Eureka sites around the world

TRADITIONAL OWNERS

- Wadawurrung and Dja Dja Wurrung Traditional Owners
- Aboriginal peoples from other areas who have a connection to Ballarat

2.5 SKIMMERS, DIPPERS AND DIVERS

Visitor trends clearly demonstrate that there is great opportunity to broaden and develop the Eureka story's known and potential audiences. Likewise, community and stakeholder feedback confirm the importance of appealing to a broad range of audience perspectives and to cater for different levels of interest when formulating future public programs.

To address this, the Eureka Centre will adopt an approach to telling the Eureka story for the general public[4] not with reference to demographics, but by propensity to engage, with visitor experiences shaped to appeal to 'skimmers', 'dippers' and 'divers'. This approach to audience segmentation relies less on values-based preconceptions about what appeals to certain demographics (such as age, gender and income) and instead acknowledges that an individual's inclination to engage with history is dependent on how they value it in their everyday life.

Implementation

The 'skim, dip, dive' approach contends that the level of detail conveyed in interpretation is scalable and should be layered to engage all visitors from the outset, with capacity to go deeper into the story if they wish to. This will directly inform public programming through the use of a range of interpretive mediums and visual communication that caters to each audience segment (see Figures 2 and 3).

For example, more immediate and visually engaging forms of interpretation may include public art, augmented and virtual reality, printed imagery, soundscapes, the performing arts, etc. Mediums more suitable for deeper exploration may be web-based platforms, published materials, phone apps, guided tours and oral histories, which have capacity to provide additional information to delve into.

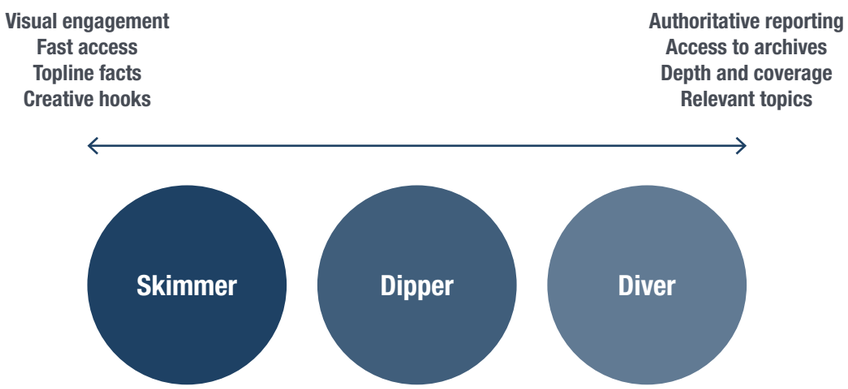


Figure 2: Appropriate communication types for audience segments[5]

Figure 3: Typical attributes of skim, dip, dive audience segments[6]

4 This approach relates specifically to interpretation for adults, acknowledging that interpretation for children must be tailored to their distinct ways of learning and communicating. Likewise, programming for audiences with specific needs will need to be developed in collaboration with learning specialists, so that the Eureka Centre caters for people of all abilities.

5 Diagram adapted from market research conducted by the City of Sydney 'History Audience Development Strategy – Executive Summary' 2015 (unpublished).

6 Audience segments have been adapted from market research conducted by the City of Sydney 'History Audience Development Strategy – Executive Summary' 2015 (unpublished).

3. COMMUNITY FEEDBACK

3. COMMUNITY FEEDBACK

In the absence of a consistent, formal method of collecting visitor feedback over the changing operations between M.A.D.E and the Eureka Centre, obtaining qualitative data around visitor experience was critical to the development of this plan.

Broad community engagement has been undertaken to understand the ways in which visitors navigate, engage with and respond to the Eureka Centre and the Eureka Stockade Memorial Park's interpretive offering. The community feedback outlined below has underpinned the vision, guiding principles, visitor learning objectives and actions for the Eureka Centre's new interpretive approach set out in Section 6.

3.1 CONSULTATION TIMELINE

The consultation process comprised the following steps during late-2018 to mid-2019.

Type of engagement	Purpose
Online survey (December 2018 – March 2019)	An online survey was the broadest form of engagement conducted for this project. It was opened as soon as the project commenced so that community feedback could highlight issues and opportunities to be addressed in the interpretation plan.
My Ballarat flyer (March 2019)	A printed flyer containing the same questions as the online survey was circulated with the Autumn 2019 edition of My Ballarat, which was distributed to every household in the municipality.
Community drop-in sessions (March 2019)	Two drop-in sessions were held at the Eureka Centre during March 2019 as an opportunity for community members to discuss their thoughts and ideas directly with Council officers.
Eureka Centre Community Advisory Committee (December 2018 – August 2019)	The committee was established to represent community views and advise Council following the transition from M.A.D.E to the Eureka Centre. In addition to their individual skills and expertise, the committee was provided with regular community feedback updates to underpin their discussions and advice.
History Reference Group (December 2018 – April 2019)	The group comprised local collection managers and academics who contributed their expert knowledge to the Eureka Thematic Framework, which captures critical aspects of the Eureka story to inspire interpretation.
Stakeholder meetings (December 2018 – March 2019)	Several meetings were held between the City of Ballarat and key stakeholders to discuss opportunities for collaboration, resource-sharing and reciprocal advocacy that shaped the actions in the implementation plan.

Adjacent image: Waterlily pond, Eureka Stockade, Ballarat 1920, Rose Stereograph Co., State Library Victoria.

'I like the idea of a meeting place, a place for healthy debate and discussion. A community hub. A 'safe place for dangerous ideas.'

'People like the eureka story because it's about the everyday person wanting a fair go.'

'I am so glad the original Eureka flag is with the centre. The Eureka story is, for me, ultimately, a story of triumph and hope for the future.'

'I love the way everyone has their own point of view. I love discussions about where the various sites are today, and I love the stories about the participants, especially those that make them human rather than a page in history.'

'No issues with the memorial gardens and playground, all beautiful and functional although could tie in more with the museum.'

'I would like to see a simple and yet striking repesentation of the Eureka Stockade and its significance. The gardens [and café] should be an attraction in their own right for visitors.'

'Tell us about all the players - not just the white blokes.
Tell us what happened after.'

'The centre currently lacks substance in terms of artefacts and objects... In general, the museum seems underwhelming and the exhibition space seems confined to a relatively small footprint of the overall building.'

'The story as it happened, as an interactive experience the whole family can enjoy.'

'I want to see imaginative ways of telling the Eureka story - including stories of the women, the Chinese, and the people from all the other countries who were here at the time. We don't hear so much of that.'

'I think we need to get a feel for the fever, the madness and chaos of the Ballarat diggings; we need to get to know some of the main characters and their motivations.'

'Please promote the Eureka story with reverence, as it is so important in the development of Australia's history.'

'I like that the Eureka story is part of the development of the 'Australian identity' and important enough to stay within the collective consciousness.'

3.2 CONSULTATION FINDINGS

Community engagement for the project asked three intentionally broad and open-ended questions, giving respondents the opportunity to answer in their own words, rather than choosing from a list of prescribed options. Seeking input from the outset of the project has meant that community feedback was able to shape the scope and direction of the plan.

The three questions were:

- **What do you love about the Eureka story?**
- **What do you imagine for the future of the Eureka Centre and Stockade Memorial Park?**
- **What would you like to retain about the Eureka Centre and Eureka Stockade Memorial Park?**

Community responses were markedly consistent in expressing values and aspirations for the Eureka Centre and Eureka Stockade Memorial Park in different ways. They reflected many of the same issues and opportunities identified by Council officers and in stakeholder discussions. True to the Eureka spirit, there were also contrasting opinions on some topics.

The most commonly expressed responses have been summarised into three overarching areas: Place, Programming and Partnerships and Advocacy. These areas are common in both the Interpretation Plan and the 2030 Vision, with both documents informed by the community consultation outcomes. Some direct quotes taken from the community feedback are also featured on pages 24-25, to provide a sense of the general sentiment behind what people told us.

Place

The Eureka Centre and Eureka Stockade Memorial Park are valued as a community asset, especially as public open space. They are also valued as a place to understand and connect with the Eureka story. These different types of community attachment sustain one another and more could be done for them to flourish. Improved wayfinding, a reinvigorated café, year-round activities and improved amenities such as shade and picnic tables would support community use not directly associated with the site's Eureka roots.

To enhance visitor engagement with the Eureka story, it will be important to create a sense of reverence and pilgrimage of a fitting standard for a site which had such a profound influence on Australian and world history. This should be achieved with minimal physical intervention to the Eureka Stockade Memorial Park and by leveraging its and the Eureka Centre's existing spaces and assets. There is a desire for the Eureka Centre to become a local landmark, visible from different points in Ballarat – as the flag sail once made it – and a destination that people love.

Partnerships and Advocacy

The decision to refocus interpretation on the events surrounding the Eureka Stockade is supported and community members look forward to seeing it fully come to life through enhanced visitor experiences. Ballarat is home to a range of successful cultural institutions, attractions and a thriving arts and heritage community, and this presents exciting opportunities for collaboration and innovative storytelling. Likewise, there are cultural institutions and sites all over Australia and the world with tangible and intangible connections to the Eureka story that afford potentially highly advantageous partnerships.

It is considered equally important, if not more so, for the Eureka story to be interpreted for local visitors as it is to appeal to national and international audiences. For this reason, entry to the Eureka Centre should remain free for locals. Associated services that seek to increase community partnerships, use and access are supported, such as the Ballarat Research Hub at Eureka and Ballarat Library satellite programs. Public programs targeting local audiences will also increase community ownership and return visitation beyond the museum offer. A range of transport options should be available for visitors to get there, as it is a fair distance from the Ballarat CBD. Many community members feel deeply connected to the Eureka Flag and enjoy the ability to experience it in context at the Eureka Stockade Memorial Park.

Programs

The Eureka story is broadly valued for its shared heritage and its ability to offer something for everyone. It has the potential to engage people across all ages, genders, nationalities, cultures and political beliefs. This creates a unique opportunity for the Eureka Centre and Eureka Stockade Memorial Park to become known as a place that presents challenging social, cultural and political ideas through diverse programming.

The Eureka story is considered one of the most pivotal moments in shaping Australia's national identity. It is often positioned as a vital precursor to the rise of trade unions and the attainment of universal suffrage. What the Eureka Stockade looked like, and the contested accounts of where it happened, are not well understood, nor is the influence of Chartism in bringing about the rebellion. To tell the Eureka story, it will be important to use the experiences of real people and draw out aspects of the tale less often told, including those about women, children, Aboriginal peoples and migrants from regions other than the British Isles. While global context is key, this shouldn't be the principal means of interpreting the story. Interpretation should more readily cater to all abilities and visitor types, especially families, and have something on offer year-round, including during school holidays. Technology should not be used for technology's sake, but rather, in combination with culturally significant objects and interactive, sensory experiences.

4. EUREKA THEMES AND STORIES

4. EUREKA THEMES AND STORIES

The Eureka Centre and Eureka Stockade Memorial Park are a touchpoint for the events surrounding the Eureka Stockade, as well as the ideas, values and passions that underpinned them; a site of commemoration and symbolism. With the custodianship of such a significant place comes a responsibility to ensure present and future generations can experience and explore the site and what it means. The Eureka story continues to hold different meanings to many and diverse groups of people, making the process of sharing it all the more challenging and important.

The Eureka Thematic Framework provides a platform to inspire future interpretation at the Eureka Centre and Eureka Stockade Memorial Park. The themes presented in summary below (which can be found in full in Appendix A) are not intended to be exhaustive, but rather, to provide a snapshot of the depth and breadth of experiences embodied by the Eureka story and highlight avenues for further investigation.

Methodology

The framework was developed after careful consultation with academic historians specialising in Eureka and the central Victorian goldfields, local collection managers, professional educators and the wider community. It reflects not only the themes recognised as significant to the historical narrative of Eureka, but also the aspects of the story that people told us they loved and would like to see better interpreted.

What we love

The following list presents the top responses to what people said they loved about the Eureka story during community consultation, which helped shape the Thematic Framework:

1. Pivotal in Australian national identity and ideals of a 'fair go' for everyone
2. Understanding the chronology of events
3. Birth of democratic ideals in Australia
4. Breaking social barriers to effect political change and reform
5. Ordinary people rising up against oppression and struggling for a better life
6. Shaping Ballarat's physical environment and popular culture
7. Iconic status of the Eureka Flag as a national symbol
8. Stories about real people involved that bring history to life
9. Impact of goldfields' migration on social and cultural diversity
10. Role of women in the rebellion and subsequent female suffrage
11. Contested nature of the story with multiple perspectives

Adjacent image: View in Chinese Camp, Ballarat c1855-1938, J.H. Harvey, State Library Victoria.

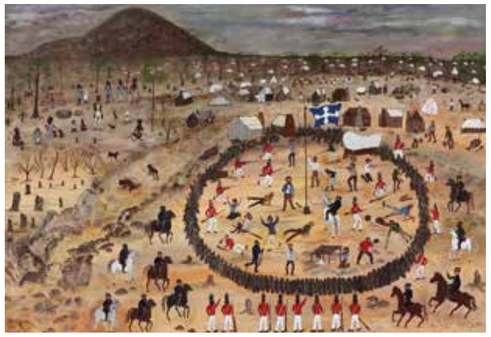
THEME 1: THE EUREKA STORY

The events of the Eureka Stockade are important to the identity of Ballarat, Victoria and Australia. There are few elements of the Eureka Stockade that have not been analysed, scrutinised, told and retold since the events of Sunday 3 December 1854. This process of interpretation has happened in many different ways, at both institutional and grassroots levels, and has inspired deep ownership of the Eureka story that has kept it relevant over several generations. To be able to process, investigate and continue to draw meaning from the Eureka Stockade, a linear understanding of the events culminating in the uprising, during the conflict itself and the aftermath is imperative.

THEME 2: VOICES OF EUREKA

For many years, the dominant narrative of the Eureka story has been about brave miners; white men – mostly from the British Isles, including large numbers from Ireland, North America and western Europe – who stood up against the unjust regulations of the colonial government for their right to search for gold, purchase land and vote. In our evolving understanding of the voices often written out of history, we know that these men – although important – are only one part of the story. Adding richness to one of Australia's foundation legends are the experiences of women, children, Aboriginal people, Chinese and other non-European migrants, as well as those on the government side of the conflict. They too lived the harsh realities of the central Victorian goldfields. They were active participants in the social, cultural, economic and political life of the goldfields which gave rise to the events at Eureka, and many were particants or firsthand witnesses to the battle and its aftermath.

VPRS 5527/P0, Bakery Hill Meeting Poster 1854, Public Record Office Victoria.



'Mount Warrenheip and Eureka Stockade' 2013, synthetic polymer on canvas, Marlene Gilson, Australia b. 1944, purchased by the Art Gallery of Ballarat with funds from the Sir Wilfred Brookes Charitable Foundation, 2014.

Women's suffrage petition 1891, includes 30,000 signatures of Victorian women demanding their right to vote, Public Record Office Victoria.

THEME 3: THE CALL OF THE GOLDFIELDS

The central Victorian goldfields, like the Californian goldfields before them, were a place of social, economic, cultural and political upheaval. People came from all over the world and brought with them different cultures and expectations about the kind of society in which they wanted to live. As a melting pot of diverse cultures and ideas, goldrushes around the globe heavily influenced political and urban development. In the Colony of Victoria, population growth was accelerated by goldrush migrants, and Melbourne soon became the political, economic and cultural centre of the Tasman world. But life on the goldfields was not easy, nor was the decision to uproot and make the journey to a place that for many was on the other side of the world. Making a new life far from home often came with great sacrifice and the reality of colonial Australia was often not what was expected or hoped for. It was in this environment that the Eureka rebellion gained momentum.

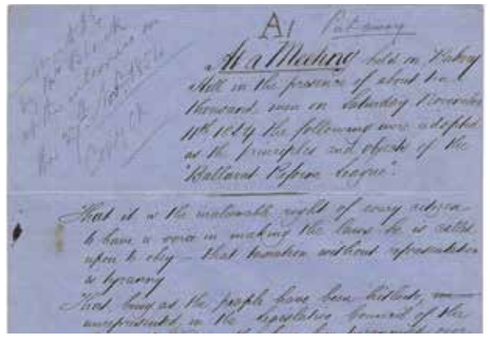
THEME 4: POLITICAL ROOTS

The ideals underpinning the Eureka uprising may be traced back as early as the Magna Carta of 1215 – meaning 'The Great Charter' – which began as a list of grievances recorded by the free men of England against the despotic rule of King John. The document has since become an international symbol of liberty and its sentiments were echoed in later landmark documents, including the United States Declaration of Independence (1776), Universal Declaration of Human Rights (1948) and importantly, the Ballarat Reform League Charter (1854), which epitomises the Eureka rebellion.

The events at Eureka were also influenced by the ideas and experiences that gold seekers from all over the world brought with them to the central Victorian goldfields, leading them to challenge the unfair system they found themselves in. Some of these people had witnessed the revolutionary wave that swept across Europe in 1848, where social unrest, political instability and revolt had spurred socio-political movements seeking to create better societies. These diverse and daring ideas about freedom, utopian societies and law and order that many gold migrants brought with them, helped create the environment within which the Eureka rebellion thrived.

Chinese processional dragon (Loong) circa 1897, one of the oldest of its kind in Australia, Sovereign Hill Museums Association.

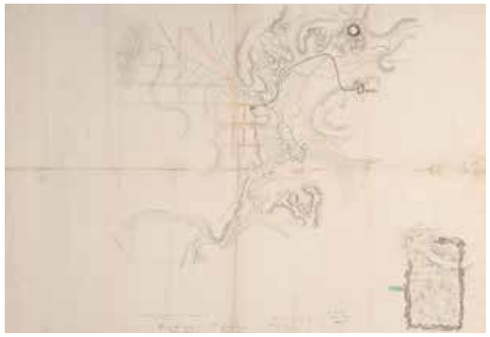
Chair used by Peter Lalor as Speaker in the Lower House of the Victorian Parliament, Sovereign Hill Museums Association.



The Ballarat Reform League Charter 1854, contains the passionate demands of the Ballarat Reform League, Public Record Office Victoria.

THEME 5: CONTESTED HISTORIES

There are many aspects of the Eureka story that continue to be hotly debated among historians and the general public. Because so few original artefacts have survived and the story has morphed into legend over time, there are many aspects of the lead up to the rebellion, the event itself and its aftermath that are still strongly contested. Where was the actual site of the Eureka Stockade? How many diggers were there? How many people were killed? Who designed and made the flag?
And – possibly the biggest question of all – how do we understand the Eureka rebellion? Was it a revolution, the beginnings of republicanism? Was it the foundation of Australian democracy? Or, in the words of one Ballarat councillor at the time, was it led by 'a pack of rebellious curs'?



Eureka Treason Trials Map 1855, showing the location of the Eureka Stockade and direction taken by government forces, Public Record Office Victoria.

THEME 6: COMMEMORATION

The Eureka Stockade and everything it represents appeals to a diverse range of groups and individuals for many reasons, whether they be historical, genealogical, political, spiritual or symbolic. These connections have not been weakened with the passage of time, due in large part to ongoing acts of commemoration and remembrance.

Commemoration of the Eureka Stockade has taken place in some form each year since 1855. As well as anniversary celebrations, there have been many creative responses to the Eureka story that feature prominently in Australian popular culture.

'Eureka Slaughter 3rd December' 1854, watercolour & ink on paper, Charles A. Doudiet, purchased by the Art Gallery of Ballarat with assistance from many donors, 1996.

Badge commemorating the 100th anniversary of the Eureka Stockade in 1954, Unions Ballarat.

THEME 7: SYMBOLISM, MEANING AND APPROPRIATION

The Eureka Stockade is held up in Victorian and Australian history as the most famous example of everyday people demanding fairer treatment, rights and representation. The Eureka uprising and the events surrounding it hold a prominent place in the public imagination, reflected through the arts, popular culture and historical inquiry. The narrative embodies powerful values and ideals that many Australians feel extremely connected to.

The broad appeal of the Eureka story means that, when deconstructed, different parts of the narrative can be embraced by groups across the social and political spectrum. The plight and struggle of disenfranchised miners aligns with the principles of the Australian Labor Party and the Trade Union movement. The same story can be recast by conservatives as an uprising of small businessmen seeking entrepreneurial freedom, or alternately, an example of the inherent dangers of revolt against a centralised government.

The appropriation of the Eureka Flag by groups representing divergent ideologies has a long history. It has been traditionally associated with the trade union movement and the Australian Labor Party, and in the post-war period with the Communist Party of Australia. In more recent times the flag has been adopted as an expression of national, subcultural or personal identity by many individuals and groups with nationalistic or libertarian leanings. Controversially, far-right nationalist groups have appropriated the flag, much to the abhorrence of progressive and socialist claimants. The diverging ways in which the Eureka Flag's symbolism has been embraced is a tangible reminder of the Eureka narrative's enduring relevance and malleability.

Eureka Flag, first raised in 1854 as a poignant symbol of the rebellion, Art Gallery of Ballarat (on long-term loan to the Eureka Centre).

Poster advertising the British film 'Eureka Stockade' 1949, directed by Harry Watt, State Library Victoria.

5. STORYTELLING LOCATIONS

5. STORYTELLING LOCATIONS

This section highlights locations at the Eureka Centre and Eureka Stockade Memorial Park that are existing or potential spaces for public programs to interpret the Eureka story. The strengths, weaknesses and opportunities of each location and what (if any) interpretation is currently offered there are outlined. This information is useful in identifying what spaces are available and how they are currently used to understand how public programming may evolve, as well as how this is being constrained to an extent by the configuration of the Eureka Centre building.

5.1 EUREKA CENTRE

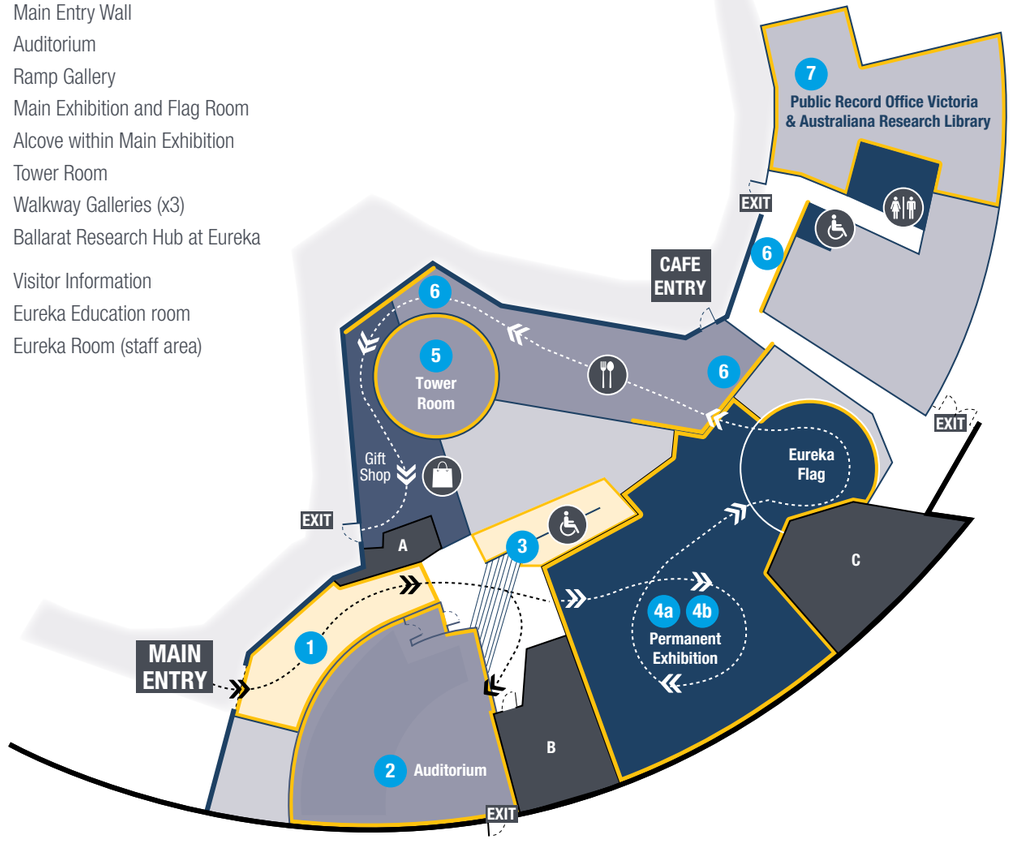
The Eureka Centre's museum experience currently comprises a concentrated area of adjoining interpretive spaces, with the purpose-built flag room at its core. This is the only interpretation on offer that sets the scene for encountering the destination object, the Eureka Flag. Interpretation within the Eureka Centre and Eureka Stockade Memorial Park could be more seamlessly integrated to create a journey for visitors that builds anticipation and emotional connection to the Eureka Flag and Eureka Stockade site from the moment they arrive on site.

It is important to note that M.A.D.E was able to provide greater community access to rooms for hire, whereas the Eureka Centre now has fewer spaces available for public use due to the establishment of the Ballarat Research Hub at Eureka (BRHAE). Having fewer separate rooms available, together with the closeness of the permanent exhibition spaces, presents challenges for creating complementary programs that generate noise, such as for school groups and events in the auditorium. The unusual circular configuration of the exhibition has also meant the parts of the building are underutilised.

Areas

1 Main Entry Wall
2 Auditorium
3 Ramp Gallery
4a Main Exhibition and Flag Room
4b Alcove within Main Exhibition
5 Tower Room
6 Walkway Galleries (x3)
7 Ballarat Research Hub at Eureka

A Visitor Information
B Eureka Education room
C Eureka Room (staff area)



Adjacent image: Eureka Park, Ballarat 1920, Rose Stereograph Co., State Library Victoria.

AREA 1: MAIN ENTRY WALL

CHARACTERISTICS

A long curved wall that visitors follow upon entry as they move towards the ticketing desk. Previously a branding and visitor welcome statement that has been removed and replaced with a plastered wall featuring vinyl prominent Eureka quotes. This is an interim measure to support the transition from M.A.D.E to the Eureka Centre and more substantial design treatment is pending to welcome and orientate visitors.

STRENGTHS

- Impactful
- Orientating
- Adaptable
- Expansive

WEAKNESSES

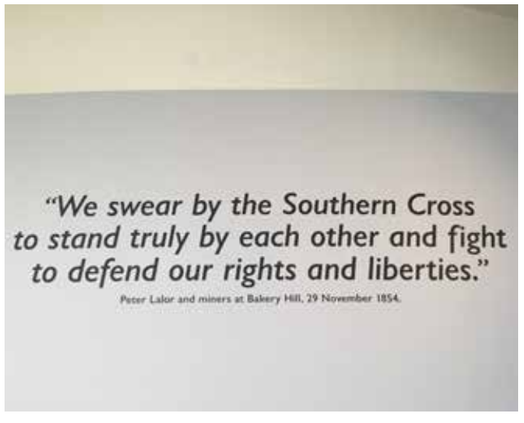
- Unconventional shape and format
- High exposure to natural light
- Thoroughfare and gathering point for groups

OPPORTUNITIES

- A permanent, orientational and introductory design treatment

POTENTIAL INTERPRETIVE CONTENT

- Orientational site map
- Reproduced historical images of Eureka
- Primary, evocative quotes that encapsulate the Eureka story
- Presentation of (non-light sensitive) archaeological artefacts from 1990s' site excavation, currently held at Heritage Victoria repository



AREA 2: AUDITORIUM

CHARACTERISTICS

Seats 114 people and features disability access and a hearing loop. The auditorium was established with the construction of M.A.D.E, which presented brand-aligned lectures and debates to activate the space. This established a strong programming niche for M.A.D.E in the Ballarat community and the Eureka Centre has recently begun hosting a monthly lecture series in the space.

STRENGTHS

- One of few venues in Ballarat suitable for large-scale lectures and debates
- Intimate and accessible
- Appealing ambience
- Discreetly located to not interfere with museum experience but can be activated as required
- Activated by Eureka Education program

WEAKNESSES

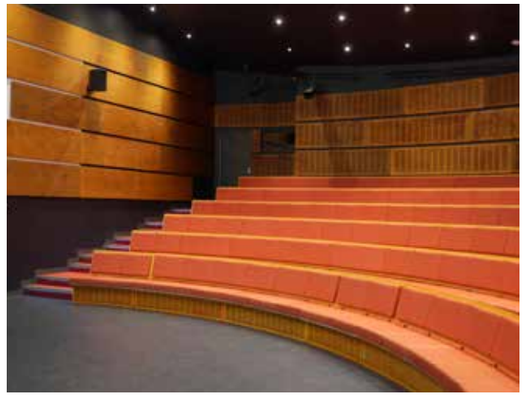
- Technical limitations in the presentation of performing arts
- Lack of toilets in close proximity
- Lack of post-event spaces for visitors to spill into

OPPORTUNITIES

- Lectures and debates
- Film screenings
- One-person monologues/theatre works
- Intimate musical performances (e.g. contemporary acoustic, chamber or small ensemble)

POTENTIAL INTERPRETIVE CONTENT

- Brand alignment to Eureka spirit through programming that reflects themes of protest, social activism and democratic rights
- Establish programming that presents 'daring ideas'
- Introduction of the colour blue to enhance the Eureka Centre's brand recognition



AREA 3: RAMP GALLERY

CHARACTERISTICS

High walls with some visibility obstruction but nonetheless high impact, suitable for presenting large-scale two-dimensional works of art. Previously dominated by M.A.D.E branding with no interpretive content. Wall has been lined with plaster with a view to establishing a temporary exhibition space in 2020.

STRENGTHS

- Activation of a previously under-utilised space
- Opportunity to expand contemporary programming
- High walls make for high visual impact
- Delivery of associated events
- Strong architectural lines

WEAKNESSES

- Object exposure to natural light (which makes this space more appropriate for exhibitions by living artists who can accept the exhibition conditions)
- Thoroughfare posing risk to sensitive objects
- Pillars obstructing visibility
- Risk associated with displaying objects of high cultural significance for reasons outlined above

OPPORTUNITIES

- Two-dimensional installations
- Introduce contemporary response to Eureka through the work of contemporary artists

POTENTIAL INTERPRETIVE CONTENT

- Feature the works of living artists responding to Eureka themes in a contemporary way

AREA 4A: MAIN EXHIBITION AND FLAG ROOM

CHARACTERISTICS

A round, darkened exhibition space with a large void above, created with the establishment of M.A.D.E. It features a central area with interactive screens containing text-based Eureka content, many of which function unreliably and are difficult and expensive to maintain due to utilising ageing technology. When constructed for M.A.D.E, the perimeter of the circular space positioned Eureka within a broader international context of democratic struggle. This display was 're-skinned' in late-2018 to remove the broader context and refocus the exhibition on a linear retelling of the Eureka Stockade and its aftermath, highlighting some of the key characters that complement the Eureka Education program.

The design treatment includes text, imagery, built-in display cases to house objects and alcoves suitable for small displays, discrete exhibitions or interactive experiences. Connected to the main exhibition space is a children's drawing area with a visual display of flags from around the world; accompanying text interprets the significance and symbolism of flags.

The flag room is an enclosed circular space off the main exhibition, with text-based information at the entry explaining the contested stories of how it was made and by whom. At the centre of the darkened space is the destination object, the Eureka Flag, in a customised display case opposite a small seating area. Audio of magpies singing is intended to provide ambient sound, but there is significant noise pollution from audio in the main exhibition which detracts from the contemplative experience.

STRENGTHS

- Flag room design
- Ambience, security and accessibility
- Connection between flag room and main exhibition space
- Presentation of an iconic object of national significance in the Eureka Flag
- Suitable conditions for display of culturally significant objects

WEAKNESSES

- Ageing technology
- Limited temporary exhibition capacity
- Temperature control
- Porous building (expansive ceiling void)
- Highly-designed format requires costly renewal and external design fabrication (e.g. not typical white cube style space)
- Currently no dedicated curatorial position within the Eureka Centre team to focus on periodic renewal and temporary exhibitions
- Noise pollution between main museum space and flag room
- Lack of public programming space (e.g. school groups dominating and impacting on experience of general public)

OPPORTUNITIES

- Capacity for mezzanine level above main museum space (potential program and service expansion)
- Display of culturally significant objects
- Curated content, including didactic panels, design elements, films and interactive digital content
- Ongoing exhibition updating and renewal to enhance credibility and increase audience engagement

POTENTIAL INTERPRETIVE CONTENT

- Eureka Stockade chronology
- Representing the multitude of perspectives
- Contested views on the Eureka Stockade legacy
- Historical context of democratic struggle and reform
- Key protagonists and their background and motivation
- Building a connection between the Eureka Flag and the site on which it is located
- The appropriation of the symbolism of Eureka

AREA 4B: ALCOVE WITHIN MAIN EXHIBITION

CHARACTERISTICS

A small triangular room with 9+ metres of linear hanging capacity. Track lighting and a hanging system has been installed and walls have been lined with plaster to allow for the direct installation of works onto the wall. Previously part of the M.A.D.E main interpretive exhibition, including an audio-visual display about protest songs. This was decommissioned with the transition to the Eureka Centre. It is now being established as a small-scale exhibition space, to introduce a temporary exhibition program within the main exhibition.

STRENGTHS

- Introducing revolving programming to an otherwise static space
- Workable amount of linear hanging space suitable for presentation of two-dimensional objects (e.g. historical representations of Eureka and related material)
- Contained with good temperature and humidity levels for objects

WEAKNESSES

- Needs monitoring as it is isolated (security camera has been installed)
- Unconventional shape

OPPORTUNITIES

- Suitable for exhibiting two-dimensional works (e.g. paintings and prints)
- Data points in place would allow for audio-visual presentations
- Exhibition partnership with the Art Gallery of Ballarat (established from November 2019)

POTENTIAL INTERPRETIVE CONTENT

- Partnership opportunities with Art Gallery of Ballarat to develop small exhibitions from its permanent collection
- Commissioning an artist to develop a Eureka-themed body of work or to interrogate the Eureka Centre's museology
- Exhibitions built around object loans from private lenders or public institutions
- In-house curated exhibitions

AREA 5: TOWER ROOM

CHARACTERISTICS

A round room with a strong acoustic echo and no natural light, which has had various functions in both the Eureka Stockade Centre and at M.A.D.E. At the Eureka Stockade Centre, there was a connection to the internal courtyard. The space had an interpretive role in telling the Eureka story. At M.A.D.E, the courtyard had been sealed off and the space became known as the Tower Room. This was mostly used for local community access displays and exhibitions and occasionally, for non-sensitive touring exhibitions from cultural institutions. The walls are sloping outward and although previously used for exhibitions, is an unusual format that does not suit two-dimensional displays.

STRENGTHS

- Characterful and intimate
- Access to café for complementary events

WEAKNESSES

- Obstructive acoustics for gatherings
- Outward sloping walls with limited use
- Darkness
- Location close to café (for most events)

OPPORTUNITIES

- Only suitable for free-standing exhibitions or installations of an appropriate scale,
- Well-suited to audio-visual material with headphones
- Space should otherwise be closed off when not in use
- Opportunity to open to courtyard for community and educational activities (e.g. historical kitchen garden) alongside an interpretive design treatment within the Tower Room
- Eureka Education program activation

POTENTIAL INTERPRETIVE CONTENT

- The Tower Room needs to have a clear sense of purpose; there are several options contingent on an investment in renovating the space
- As it stands, the Tower Room is a multi-purpose space that can be used for small community gatherings, library outreach, meetings and appropriate scaled exhibitions of non-sensitive material

AREA 6: WALKWAY GALLERIES

CHARACTERISTICS

Plaster walls and one concrete wall with newly installed hanging systems, located in three different spaces en route to the Eureka Centre café, BRHAE and public restrooms. Previously used for sporadic displays at M.A.D.E, often exhibitions by local artists. One wall currently presents replica prints by modern Australian artists marking the 100th anniversary of the Eureka Stockade, and recently a wall of historical images of Ballarat East was on display.

STRENGTHS

- High traffic area
- High walls with good visibility
- Accessible to non-paying customers
- Additional reinforcement of the Eureka brand throughout the building

WEAKNESSES

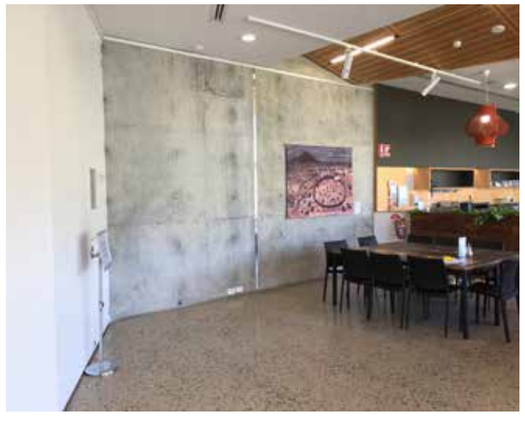
- Lack of security and difficult to invigilate
- Public thoroughfare
- Informal exhibition space without gravitas of formal museum or gallery space
- Exposure to natural light

OPPORTUNITIES

- Temporary exhibitions that may be aligned to programming or special days (e.g. Eureka Day and Harmony Day) or events (Ballarat International Foto Biennale)
- Two-dimensional works by living artists or other non-sensitive exhibitionsdue to environmental conditions
- Facsimiles of significant artworks or documents that relate to the Eureka Stockade to expand the visitor experience throughout the building

POTENTIAL INTERPRETIVE CONTENT

- Brand-aligned content to enhance programming
- Extension of Eureka experience into the café



AREA 7: BALLARAT RESEARCH HUB AT EUREKA

CHARACTERISTICS

A large multi-angular, disregular room with abundant natural light. This space was previously established as staff offices and meeting rooms with the opening of M.A.D.E. It was retained as offices with the transition to the Eureka Centre. As of mid-2019, it has been designated as the location for the Ballarat Research Hub at Eureka (BHRAE). This Hub will facilitate the co-location of the Ballarat Library's Australiana Collection, the Ballarat Genealogical Society and the Public Record Office Victoria's Ballarat Archives Centre.

STRENGTHS

- Adaptability
- Natural light
- Location and design allow for the establishment of a complementary service within the building
- Dedicated purpose and audience

WEAKNESSES

- Public visibility and access challenges (e.g. distance and sightlines from carpark and main entrance)

OPPORTUNITIES

- The space has been designated as the BRHAE, providing library and historical research services
- Wall space (although limited) for presenting framed objects

POTENTIAL INTERPRETIVE CONTENT

- There are opportunities to present objects from the Public Record Office Victoria collection and the Australiana Collection to enhance visitor experience

5.2 EUREKA STOCKADE MEMORIAL PARK

The Eureka Stockade Memorial Park holds special associations for Ballarat's local community from long and continuous use as public open space, having been enjoyed for social and recreational activities over many years. This is considered an equally important layer of community connection to place in addition to its more overt heritage values, both of which will be supported and enhanced by the objectives in this plan.

A series of informal zones have been identified within the broader precinct bounded by Rodier, Charlesworth, Stawell and Eureka Streets, to assist in balancing recreational usage and heritage conservation at the site. The Eureka Swimming Pool and Eureka Stockade Holiday Park are not discussed here, however, both of these spaces are part of the site's evolution and are considered key stakeholders for potential programming partnerships.

Areas

- **1** Monument Site
- **2** Arboretum
- **3a** Lake Penhalluriack and Natural Amphitheatre
- **3b** Main Entry and Play Zone
- **3c** Contemporary commemoration
- **4a** Rodier Street Entrance
- **4b** Stawell Street Entrance
- **5** Eureka Centre environs

AREA 1: MONUMENT SITE

CHARACTERISTICS

The Eureka Stockade monument is centred in a formal lawn area edged by a ring of historic trees, situated at the highest point of the reserve in its southeast corner. Four semi-mature trees remain within the lawn area. There is a recent planting of Australian native species to form or restore the double row previously removed to lessen 'visual clutter' around the monument. A gravel path framed by an historic gate provides a formal entrance to the memorial from Eureka Street, connected to Lake Penhalluriack by a gravel path.

STRENGTHS

- A quiet (aside from road noise), reflective space
- Impressive, simple and highly visible monument
- Mature trees providing shade and visual amenity

WEAKNESSES

- Quite a distance from Eureka Centre for those with limited mobility
- Lacking seating
- Limited interpretation of monument
- Lacking explanation of why the canons (unrelated to the Eureka Stockade) were later added

OPPORTUNITIES

- Seating on western side to support quiet reflection
- Self-guided tour (as part of broader site tour)
- Guided walks and talks

POTENTIAL INTERPRETIVE CONTENT

- Theme 4: Political roots of Eureka
- Theme 5: Contested histories (candidate Eureka Stockade site)
- Theme 6: Commemoration

AREA 2: ARBORETUM

CHARACTERISTICS

An area with many mature trees and high degree of change, mainly through the earlier removal of buildings from the site's southern boundary. There is a dominance of Blue Atlas Cedar (*Cedrus atlantica 'glauca'*) and there are also three notable specimen trees overlooking the Lake Penhalluriack edge: Coastal Redwood (*Cupressus sempervirens*), Pin Oak (*Quercus palustris*) and Canary Island Date Palm (*Phoenix canariensis*). There is a new single row of Pin Oak regularly spaced along the grassy slope overlooking the lake, replacing the earlier willows. The area contains some seating, a picnic bench and barbecue shelter.

STRENGTHS

- Shady transition to the enclosed memorial
- Micro-climate in summer

WEAKNESSES

- Screening element
- Limited relationship to Eureka story besides commemoration

OPPORTUNITIES

- Self-guided tour (as part of broader site tour)
- Guided walks and talks

POTENTIAL INTERPRETIVE CONTENT

- Theme 6: Commemoration
- Changing design of Eureka Stockade Memorial Park

AREA 3A: LAKE PENHALLURIACK AND NATURAL AMPHITHEATRE

CHARACTERISTICS

Comprises a large section of open green space between the Eureka Centre café and Lake Penhalluriack, including a natural amphitheatre. The openness of this area affords expansive and advantageous views across the site.

STRENGTHS

- Open space for events
- Panoramic views across the site

WEAKNESSES

- Drainage issues
- Southern end of Eureka Centre is unsightly
- Difficult to navigate entrance for visitors arriving at Rodier Street carpark

OPPORTUNITIES

- Creating an entry point into the interpretation journey for those arriving from Rodier Street
- Pop-up events or installations, especially performance-based
- Guided walks and talks

POTENTIAL INTERPRETIVE CONTENT

- Theme 1: The Eureka story

NB: panoramic views of the site make this area ideal for connecting different parts of the story

AREA 3B: MAIN ENTRY AND PLAY ZONE

CHARACTERISTICS

The playground is much loved and well used by the community and its design takes inspiration from the Eureka story. Situated on high ground, it is the most prominent feature for visitors entering via the main Stawell Street entrance. An extended ramp provides disability access to the Eureka Centre from the carpark and footpaths connect visitors with the lake, barbecue shelter and the Eureka Stockade monument to the east. A highly visible flagpole flying the Eureka flag sits at the centre of the entry ramp with low-lying landscaping. Some of the most advantageous views across the site are from the play zone area, particularly where the swingset is located.

STRENGTHS

- Close to Eureka Centre
- Ideal for introductory information and visitor orientation
- Situated on high ground, affording panoramic views across the site

WEAKNESSES

- Awkward access to Eureka Centre (lacking steps providing direct access to front door)
- Playground is visually dominant in the arrival experience and from other locations across the site
- Poor pedestrian connectivity with Rodier Street entrance

OPPORTUNITIES

- Integrated interpretation and landscaping to create a more fitting sense of arrival for the main entry via Stawell Street
- Investigate site interpretation near swingset area, which is situated on an advantageous viewpoint
- Incorporating more interactive and sensory play features (e.g. participatory soundscapes)
- Linkages with Eureka Education program

POTENTIAL INTERPRETIVE CONTENT

- Theme 1: The Eureka story
- Theme 2: Voices of Eureka
- Theme 5: Contested histories

AREA 3C: CONTEMPORARY COMMEMORATION

CHARACTERISTICS

Highly visible corner location with a mix of public artworks that interpret the Eureka Stockade. The circular interpretive sculpture containing the Eureka Flag is the most visually prominent, especially on approach from Eureka Street and from various locations across the site. A series of gravel paths and native vegetation connects this space with the Pikeman's Dog sculpture, the lake and Eureka Stockade Monument. The native grass planting, which contrasts with the earlier exotic tree planting, is meant to visually represent the course of the Eureka gold lead.

NB: The gravel paths have been designated as a 'Pathway of Remembrance' to honour the Eureka fallen. A series of plaques will be installed in front of each existing snow gum tree. This project is scheduled to open in early-2020.

STRENGTHS

- Highly visible corner site with interfaces to Rodier and Eureka Streets
- Key vantage point

WEAKNESSES

- Randomly spaced artworks in close proximity and without clear interpretive linkages
- Difficult terrain with no direct footpath connection to Eureka Centre entrance

OPPORTUNITIES

- Create connections between public artworks and any new site interpretation
- Consider new footpath connection to Eureka Centre entrance

POTENTIAL INTERPRETIVE CONTENT

- Theme 3: The call of the goldfields
- Interpret alignment of the gravel pathway and native grasses, which symbolise the underground route of the Eureka Lead

AREA 4A: RODIER STREET ENTRANCE

CHARACTERISTICS

A large, underutilised area along the length of Rodier Street on the western boundary of the Eureka Stockade Reserve. The area includes a large asphalt car park in the southern section, designed as the original main visitor entrance to the Eureka Centre, but now reconfigured as a service entrance. The remains of the old Buninyong rail embankment is located in the northern section with a central pathway edged with native tree planting (the southern section was removed to make way for the entrance carpark). On the northern boundary with Charlesworth Street, the reserve area opens out into a triangular landed space recently planted with a scattering of deciduous trees. The area contains several interpretive signs with information about the Eureka Stockade and life on the goldfields, as part of the Eureka Trail that links with other Eureka-associated sites around Ballarat.

STRENGTHS

- Connection with Eureka Trail
- Large and underutilised space with high impact
- Views to Black Hill (an important goldmining area)

WEAKNESSES

- Jarring interface with caravan park and the industrial buildings to the west
- Lack of pedestrian connection between carpark and front entrance (particularly for disability access)
- No car access to front entrance via Rodier Street due to one-way road

OPPORTUNITIES

- Improving Rodier Street interface through sensitive landscape and interpretive design
- Providing more direct pedestrian access to Eureka Centre entrance
- Updating Eureka Trail

POTENTIAL INTERPRETIVE CONTENT

- Theme 1: The Eureka story
- Theme 5: Contested histories

AREA 4B: STAWELL STREET ENTRANCE

CHARACTERISTICS

Main entrance to the Eureka Centre and eastern carpark via Stawell Street and including the Helen McKay Hall and Memorial Gates. The Hall's original 1927 architectural features have been somewhat obscured by the kitchen and toilet block additions. Sense of arrival for visitors upon entering is dominated by the Hall, playground, Eureka Swimming Pool and car park, making the Eureka Centre feel a long way off.

STRENGTHS

- Potential use of Helen McKay Hall for programming and service expansion
- Significant amount of free carparking for visitors and BRHAE users

WEAKNESSES

- Lacking sense of arrival that would be expected for main entrance
- Competing visual prominence of the Hall, playground and Eureka Swimming Pool on arrival

OPPORTUNITIES

- Improvements to Stawell Street interface to build sense of anticipation and reverence upon entering
- Management of Helen McKay Hall by Eureka Centre and integration into programming

POTENTIAL INTERPRETIVE CONTENT

- Theme 1: The Eureka story
- Theme 5: Contested histories
- Theme 6: Commemoration

AREA 5: EUREKA CENTRE ENVIRONS

CHARACTERISTICS

The Eureka Centre in an architecturally striking building with contrasting interfaces with the wider Memorial Park. At the main entrance and along the south eastern side, a paved area allows access to a second entrance directly into the café and BRHAE. This paved area provides a sheltered environment with excellent views out to the lake and gardens. In contrast, the Centre presents as a largely blank façade along the Rodier Street frontage with a grass and shrub strip running along the base of the building. The southern end of the Centre abuts onto a steep grassy bank with no connection to the Rodier Street carpark.

STRENGTHS

- Views out to the park from inside the Eureka Centre support a connection between indoor/outdoor interpretive experience
- A natural amphitheatre for outdoor activities
- Award-winning building by Philip Cox Architects

WEAKNESSES

- Poor pedestrian connectivity and wayfinding between the respective carparks and entrances
- Expansive, mostly blank exterior walls interfacing with the gardens with little or no landscaping
- Very little indoor/outdoor connection, especially during the colder months
- Muddy and prone to flooding in wet weather

OPPORTUNITIES

- Establish connection between indoor/outdoor visitor experience
- Blank exterior walls hold potential as a canvas for interpretive imagery and text
- Improve wayfinding and explore new pedestrian connections to help visitors to navigate the different entrances and carparks

POTENTIAL INTERPRETIVE CONTENT

- Performance-based programs
- Interactive arts projects

6. INTERPRETIVE APPROACH

6. INTERPRETIVE APPROACH

This section outlines a vision, guiding principles, visitor learning objectives and an implementation plan for a new approach adopted by the City of Ballarat in its interpretation and custodianship of the Eureka Centre and Eureka Stockade Memorial Park. See Figure 1 (page 9) for a visual explanation of how each of these elements will inform one another in planning and delivering future public programs.

The approach was developed through consultation with a varied cross-section of community members, stakeholders and industry experts, together with the technical analysis and historical research presented in this plan and the Eureka Thematic Framework. It reflects the views, aspirations and knowledge of those who have contributed to the consultation process. Although feedback was wide-ranging, it continually raised many of the same issues, themes and opportunities to provide a clear and exciting way forward.

METHODOLOGY

Community vision

The vision was formed using words and phrases expressed consistently throughout the consultation process, reflecting the sentiment of community and stakeholder values and aspirations for the Eureka Centre and Eureka Stockade Memorial Park.

Guiding principles

Guiding principles apply to interpretation of the Eureka story where led or supported by the City of Ballarat. They will be used as checkpoints in the development of specific projects or programs and the appropriate selection of interpretive methodologies and media.

Visitor learning objectives

Visitor learning objectives are key messages that will underpin the City of Ballarat's interpretation of the Eureka story, giving purpose to why and what information is being communicated through its projects and programs. The objectives reflect fundamental aspects of the Eureka story and those which, community consultation has shown, may not be well understood. Not every objective needs to be employed in every interpretive activity; however, at least one of the objectives should inform meaningful learning from each visitor's experience of engaging with the Eureka story and site.

Adjacent image: Administering the Oath, Eureka Stockade 1854, G.R. Ashton 1888, State Library Victoria.

6.1 COMMUNITY VISION

'The Eureka story is powerful, challenging and relatable. It is a foundation legend of hope and struggle that forms a significant part of our local sense of place and national identity. The legacy of Eureka is shared by Ballarat, Australia and many nations. It is both a unifying and contested historical symbol that continues to resonate with each generation.'

6.2 GUIDING PRINCIPLES

Evoke an emotional response from visitors that builds a sense of reverence for the Eureka site and flag

Use stories about real people and their experiences to make the Eureka story more tangible and relatable

Offer multiple entry points into the Eureka story for people of all abilities, reflecting its diverse appeal and various levels of interest, from surface exploration to a deeper dive

Continue to connect the historical events of Eureka with pressing cultural, political and social issues and values

Be bold and readily engage with the difficult facts and realities of the Eureka story, including its contested historical and contemporary viewpoints

Enhance the values of the Eureka Stockade Memorial Park and better connect them with the broader interpretive experience

6.3 VISITOR LEARNING OBJECTIVES

The Eureka Flag is a powerful rallying symbol with wide-ranging connotations, connections and meanings

An understanding of the circumstances leading to the Eureka Stockade, what it looked like and where it may (or may not) have happened

Goldfields' migrants brought with them an assortment of daring ideas and belief systems that made Ballarat the perfect environment for the Eureka rebellion to thrive

The Eureka Stockade was a pivotal moment in world history with profound political, social and cultural impact that endures today

The Eureka story embodies the idea of common people uniting to fight for a 'fair go' – a notion at the heart of the Australian spirit and identity

Regardless of an individual's life experience or values, within the Eureka story there is someone or something they can relate to or connect with

The Eureka Stockade was a significant catalyst in the evolution of democratic ideals in Australia and remains highly relevant and symbolic in contemporary Australian culture

6.4 IMPLEMENTATION PLAN

The tables below set out a broad range of projects for implementing a new approach to interpreting the Eureka story at the Eureka Centre and Eureka Stockade Memorial Park. These are high level projects that reflect the ideas and aspirations of community members and stakeholders who contributed to the engagement process. The projects will inform ongoing strategic and business planning, with the specifics around delivery to be determined by further work to establish scope, concept development and design, as well as any resources, partnerships or funding that may be required.

As articulated in the Executive Summary, the immediate focus is to build the reputation of the Eureka Centre and Eureka Stockade Memorial Park as a successful visitor attraction and respected cultural institution, through incremental change under current operations. In doing so, the objective is to become a desirable prospect for attracting more substantial funding, which will help facilitate delivery of some of the longer-term aspirations identified in this document for expanding the reach and relevance of the Eureka story.

Timeframes referred to in the table are: short term (1-2 years), medium term (3-5 years), long term (5-10 years)

PLACE

Project	Partners & Responsible authorities	Timing
Deliver year-round revolving activities for the local community and visitors, activating all aspects of the building and site, especially those that are underutilised		Short term
Update the Eureka Stockade Reserve Conservation Analysis and Masterplan completed in 2001 to integrate actions arising from the Interpretation Plan, including: • Scoping interpretive and design improvements for entry points and main interfaces of the Eureka Centre and Eureka Stockade Memorial Park • Identifying suitable sites in the Eureka Stockade Memorial Park for additional seating and shade to support community use • Making recommendations for appropriate ways to address site clutter and enhance heritage values	Heritage Victoria and Federal Environment Minister	Short to Medium term
Explore enhancements to play zone area to integrate more sensory and interactive play experiences		Medium term
Undertake planning for a third stage redevelopment for the Eureka Centre and seek funding for its delivery This proposal will include: • A renewal plan for the permanent exhibition (see Programming below) • Mezzanine level for the building to accommodate a new expanded visitor experience and public programs that integrate with the historic site • Re-establishing the visibility of the Eureka Centre building in a way that capitalises on its geographic position	Heritage Victoria and Federal Environment Minister	Long term

PARTNERSHIPS AND ADVOCACY

Project	Partners & Responsible authorities	Timing
Establish the Eureka Centre as a lead contributor in the development of the Interpretation Framework for the Central Victorian Goldfields World Heritage bid, which will help draw out outstanding goldfields' stories from across the region	UNESCO, Central Victorian Councils and research partners	Short term
Develop a marketing strategy for the Eureka Centre and Eureka Stockade Memorial Park		Short term
Reinvigorate the Ballarat Collections Network together with local cultural institutions and community collecting organisations	Ballarat Collections Network	Short term
Actively promote the activities and research of the Eureka Centre through publications and participation in industry events	Australian Museums and Galleries Association (AMaGA), Interpretation Australia, Professional Historians Association and History Teachers Association Victoria	Short term
Advocate for the protection of the Eureka Flag under Australia's Flags Act		Medium term
Position the Eureka Centre as a prominent gateway for visitors in the future Central Victorian Goldfields World Heritage bid	UNESCO and Central Victorian Councils	Medium term
Advocate for improved public transport, cycling and pedestrian connections between the Eureka Centre, CBD and other local tourism destinations	Public Transport Victoria and local tourism providers	Ongoing
Form a series of linked experiences between the Eureka Stockade Memorial Park and other cultural heritage sites associated with the Eureka story within Ballarat, Australia and abroad	Cultural institutions and places that interpret the Eureka story	Ongoing
Support and facilitate research into little-known aspects of the Eureka story, especially with Traditional Owners	Wadawurrung, Dja Dja Wurrung, PROV and research and education sectors	Ongoing

PROGRAMMING

Project	Partners & Responsible authorities	Timing
Undertake incremental renewal of the permanent exhibition space to refocus on the Eureka story		Short term
Create a strong online presence for the Eureka Centre, providing ways of engaging with the Eureka story within and away from the site		Short term
Establish Eureka Day on 3 December as the foremost event recognising and celebrating the Eureka story		Short term
Scope options for the creation of a visitor experience that interprets what the Eureka Stockade looked like and the contested accounts of where it happened		Short to Medium term
Make the collections accessible online through Victorian Collections	Museums Australia (Victoria)	Medium term
Update the Eureka Trail and link with a self-guided experience of the Eureka Stockade Memorial Park and its existing features with discreet physical infrastructure	Eureka Trail stakeholders	Medium term
Develop a renewal plan for the Eureka Centre's permanent exhibition and linked interpretive spaces as part of the third stage redevelopment proposal (see Place above)		Long term
Expand the delivery of lectures, debates, performances and screenings discussing topical cultural, political and social matters aligned with the Eureka story	Research and education sectors	Ongoing
Expand the Eureka Education program to include: • Offerings for curriculum outcomes across more year levels • Digital resources for teachers to link their visit with their classrooms • Targeted programs catering for children with special needs • School holiday programs	Historical Teachers' Association of Victoria, Art Gallery of Ballarat	Ongoing
Negotiate loans of significant cultural material that complement the Eureka permanent exhibition	Collecting institutions (including PROV and the Art Gallery of Ballarat) as well as private lenders	Ongoing
Continue to operate at a best practice museum standard and further develop collection management processes and policies	Australian Museums and Galleries Association (AMaGA) and Art Gallery of Ballarat	Ongoing

EUREKA CENTRE BALLARAT

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