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# 2030: A VISION FOR THE EUREKA CENTRE

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The City of Ballarat 2019



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## EXECUTIVE SUMMARY

The Eureka story is at once a profound and compelling Australian and global story. It is a touchpoint in Australia's history, designated as a place in time where the foundations of Australian democracy were laid. Eureka is seen as the embodiment of hope and struggle in the face of adversity and has become a beacon for equality, unity and the right to a fair go, which now lies at the heart of the Australian spirit and identity. Its broad appeal to different sets of values, aspirations and ideals has ensured it continues to endure and resonate even after several generations.

Eureka's deep resonance in the Australian imagination underpins '2030: A Vision for the Eureka Centre'. The 2030 Vision imagines a successful and financially sustainable future for the Eureka Centre as a leading national cultural institution and much-loved visitor attraction. This vision is committed to democratizing the Eureka Centre and building its reputation through a commitment to innovative and accessible programming, social space activation and the integration of the visitor experience into community life. It presents strategic advice from the Eureka Centre Community Advisory Committee, which was established by the City of Ballarat to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E).

The Eureka Centre opened in April 2018 and is the third iteration of a museum / interpretation centre on the purported location of the Eureka Stockade since 1998. Visitors connect with the Eureka story through its interpretation within the Eureka Centre's museum and throughout the site, known as the Eureka Stockade Memorial Park. The site is the principal artefact of the historical event. The Eureka Centre, through its museum, is its key witness. The museum is charged with engaging audiences through both the story and site with integrity and credibility.

The City of Ballarat received extensive expert and community input to establish a fresh, new strategic direction for a museum and visitor experience at the National Heritage Listed Eureka Stockade Memorial Park. This compelling 2030 Vision sets a viable strategic direction that honours the Eureka story and is more fitting for a cultural institution and historical site of national and global significance.

The 2030 Vision is aligned to the Interpretation Plan, which was developed simultaneously. Together, these two guiding documents will inform future strategic planning at the Eureka Centre and Eureka Stockade Memorial Park to ensure progress is delivered with reference to high level objectives.

# BACKGROUND

## THE SITE

The legacy of the 1854 Eureka Stockade is central to the identity of the City of Ballarat and its significance is most deeply revealed at the purported site of the rebellion, the Eureka Stockade Memorial Park. The Eureka story is communicated at this site through interpretation within the Eureka Centre's museum and throughout the park, which together ground the legendary event in a tangible experience.

The Eureka Stockade Memorial Park was established in the late 1800s on the purported site of the battle and its significance is recognised through its inclusion on the National Heritage List. The park has been subject to ongoing commemoration that reflects community interest in the multilayered, contested and much-loved Eureka story. It is equally used as a place for community recreation and congregation.

Presently, people come to Eureka to pay homage to an important moment in Australian history and all that it has come to represent. The site is embedded with recreational and interpretative elements, but does not readily invite solemn reflection or encourage pilgrimage. There are opportunities to deepen the visitor experience through evoking feelings of awe and reverence when journeying through the site. A more profound connection between the site and the building is needed, with the museum's interpretative elements incrementally revealing the Eureka story in the build-up to a meaningful encounter with the destination artefact, the Eureka Flag.

Since 1998 a landmark building has occupied this significant and sensitive site and three iterations of an interpretation centre or museum have been delivered there, in an attempt to harness the popular interest in Eureka and to support the growth of Ballarat's visitor economy. These include the Eureka Stockade Centre (1998-2011) and the Museum of Australian Democracy at Eureka (M.A.D.E) (2013-2018). In March 2018 the City of Ballarat closed the independently operated M.A.D.E, transitioning immediately into a Council owned and operated service known as the Eureka Centre.



## STRATEGIC CONTEXT

In February 2018, Ballarat City Council resolution R43/18 resolved to appoint a 'Eureka Centre Consultative Committee' to support the transition from M.A.D.E. to the new Eureka Centre (Appendix 1).

The following committee members were appointed to the committee:

<b>Councillors</b>	Mayor Cr Samantha McIntosh (Chair)
	Deputy Mayor Cr Jim Rinaldi
	Cr Daniel Moloney
<b>Community Representatives</b>	Fred Cahir – Associate Professor Aboriginal History, Federation University
	Ron Egeberg – Past Director, Eureka Stockade Centre
	Serena Eldridge – Industry & Development Manager, Visit Ballarat
	Samantha Fabry – Heritage consultant
	Ross Haby – Past Executive Director, Committee for Ballarat (until May 2019)
	Mary-Rose McLaren – Associate Professor, College of Arts & Education, Victoria University
Phillip Moore – Past President, Eureka's Children	

The Eureka Centre Community Advisory Committee is a skills-based group established for one year. It first met on 16 October 2018 with its first planning session on 1 December 2018. Members were appointed to establish a committee with a range of skills and experiences. The committee was asked to work with Council officers to develop strategic advice to Council.

The committee was tasked with developing strategic recommendations to support the Eureka Centre's long-term sustainability as a visitor attraction and community service. Through a series of strategic workshops, the committee reviewed past iterations of the Eureka Centre (refer to Appendix 2), assessed its current strategic and operating context and focused on developing a fresh future direction.



## APPROACH

To develop the vision and recommendations, the Eureka Centre Community Advisory Committee participated in three workshops.

The second and third workshops were informed by data received through the community consultation process that supported the development of the Interpretation Plan for the Eureka Centre and its site. Community feedback was received through a community survey and community drop-in sessions (Appendix 3). The committee was mindful to ensure that community views and ideas were considered and included in the development of its strategic recommendations.

Following the third workshop, the committee met to fine-tune the draft recommendations and develop these into the format of the 2030 Vision.

### WORKSHOP 1: DECEMBER 2018

The 'generative' workshop provided an opportunity for committee members to contribute to the Eureka Centre Interpretation Plan. This included a deep dive into the Eureka story, a look at the current situation for the Eureka Centre as well as an audience analysis and stakeholder mapping exercise.

### WORKSHOP 2: MARCH 2019

Building on the outcomes from the first workshop, the 'vision' workshop gave committee members an opportunity to explore feedback from the community (survey and drop-in sessions) and with that in mind, articulate their aspirations for the Eureka Centre and Eureka Stockade Memorial Park. This resulted in the development of a vision statement with a supporting narrative.

### WORKSHOP 3: JUNE 2019

The 'recommendations' workshop provided an opportunity for committee members to contribute ideas that would enable their vision for the Eureka Centre and Eureka Stockade Memorial Park to be achieved. These ideas have been developed into strategic recommendations with the aim of building the reputation of the Eureka Centre and Eureka Stockade Memorial Park which in turn will drive growth and financial sustainability:

## PURPOSE

Following the closure of the Museum of Australian Democracy at Eureka (M.A.D.E) and reopening of the Eureka Centre in 2018, the City of Ballarat sought extensive expert and community input and advice. This process of wide peer and stakeholder engagement was essential to ensure that the third iteration of a museum / interpretation centre, on the site of the National Heritage Listed Eureka Stockade Memorial Park, since 1998, is underpinned by a compelling and viable strategic vision.

The 2030 Vision provides an aspirational pathway for the Eureka Centre that is focused and ambitious, while remaining practical and realistic. It is future-focused and concerned with the Eureka Centre's growth in financial sustainability, reputation and reach. It acknowledges that building the Eureka Centre's reputation is critical in both attracting visitation in a competitive cultural tourism marketplace and securing future support in a dynamic and competitive fiscal and funding environment.

The 2030 Vision presents aspirational statements focused on institutional identity and purpose, market positioning, audience engagement and programming, as general statements of intent. The document is pitched at a high strategic level to inspire creative realisation through strategic and business planning leading to the delivery of programs and services that embody its aspirations.

The Eureka Centre 2030 Vision will inform strategic and business planning over the coming decade. Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Advisory Committee members, the 2030 Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities.



## 2030 VISION AND INTERPRETATION PLAN

The 2030 Vision and Interpretation Plan work in tandem to guide ongoing strategic and business planning.

The 2030 Vision includes a commitment to deep and memorable audience engagement with the Eureka story, but its strategic aspirations cover a wider range of areas. These include leadership, business management, stakeholder engagement, audience development, curatorship, education, advocacy, funding, programming, branding and marketing, audience development, site management and major projects.

Importantly, the 2030 Vision presents aspirational statements invulnerable to changes in the Eureka Centre's operating context (e.g. staff attrition, organizational changes, political cycles). This provides a confident way forward for the Eureka Centre's development and growth as a significant and sustainable cultural intuition and community hub.

The Interpretation Plan's purpose is to develop audiences through engaging storytelling, appropriate and consistent interpretation, communication and presentation of the history of Eureka and interpretation and preservation of its material culture and cultural landscapes. It inspires how we engage communities through telling the Eureka story and highlighting the heritage values of its historic site. The plan will directly inform curatorship, scholarship, public programming, education and cultural landscapes management at the Eureka Centre.



## IMAGINING THE FUTURE

By 2030 the Eureka Centre is a successful, respected and sustainable cultural institution and visitor attraction. It is nationally recognised as a dynamic and bold cultural institution, deeply embedded in the culture of Eureka and profoundly connected to the communities it serves.

There are few events in Australian history that can match 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 the current home of its principal artefact, the Eureka Flag, the Eureka Centre and the Eureka Stockade Memorial Park are places to connect with Eureka's multilayered, contested and much-loved story.

Eureka Centre shares a passionate and poignant human story of hope, struggle and profound victory from defeat. It embraces the Eureka Stockade's contested history and powerfully connects to its purported site. The appropriation of the Eureka Stockade, and especially the Eureka Flag, as a symbol by competing political causes and social groups is explored, providing entry points for diverse audiences. Competing voices are accommodated and programming is exciting and sometimes provocative as a result. Eureka Centre provides a forum for dangerous ideas.

By 2030 the Eureka Centre is embraced as the principal custodian of the Eureka legacy. It is respected for its engaging exhibitions and programming, innovative creative projects and lauded curatorship and scholarship. Its reputation has been transformed in the museum and education sectors, the cultural tourism industry and amongst government and philanthropic organisations.

Eureka resonates in Australia's national story and existing, widespread public awareness is harnessed to deepen audience engagement and grow visitation. With an enhanced reputation, the Eureka Centre and the Eureka Stockade Memorial Park is respected in the cultural tourism marketplace as a popular destination for Australian and international tourists and a beloved cultural and community asset for the local community.

# VISION STATEMENT

Eureka will resonate with community and visitors through compassionate, respectful and innovative storytelling at the site

## UNDERSTANDING THE VISION STATEMENT

### RESONATE

Our vision involves the creation of experiences that have long-term resonance with the Ballarat community and visitors. We want the community and visitors to have an emotional reaction to, and feel an emotional connection with, the Eureka story that is told at the Eureka Centre and its site. We want the centre and park to have a physical, emotional, intellectual and social 'cut-through'. The community and visitors will feel a strong sense of pride and will understand the importance of the Eureka story locally, nationally and internationally. The centre and park will become an important 'shrine' and a place of pilgrimage.

### COMMUNITY AND VISITORS

Our vision involves creating experiences that draw local, regional, national and international visitors. The centre and park will become a destination in itself. The local community has a great deal of pride in the site and the way it presents. The centre and park draws students and researchers. The stories and experiences resonate with a diverse range of people and the experience is personalised to account for that diversity and the multicultural aspects of the Eureka story. The site is accessible to all and is connected to other visitor experiences in Ballarat and beyond.

### COMPASSIONATE AND RESPECTFUL

Our vision involves the compassionate telling of stories from different perspectives in a way that seeks to support a deeper understanding of, and empathy with, the circumstances that led to the Eureka Stockade and its aftermath. This includes telling the story from an indigenous perspective as well as a multicultural perspective that acknowledges the 22 nations represented. The Eureka Centre and Eureka Stockade Memorial Park is respectful of the truth and of the different perspectives that prevailed at the time of the Eureka Stockade and acknowledges the contested aspects of the Eureka story.

### INNOVATIVE

Our vision involves exciting experiences that embrace current museum trends and practices. We want the Eureka Centre and Eureka Stockade Memorial Park to create a 'spark' in those that visit. New and emerging ideas, practices and technologies will be used to tell the Eureka story in a challenging and fearless way.

### STORYTELLING

Our vision involves telling the Eureka story in a way that connects and integrates the site with other visitor experiences in Ballarat and beyond. To that end, our vision involves a great deal of collaboration with other relevant sites. The stories we tell should affect people. There should be a level of emotional engagement with the stories. Our vision involves the activation of all five senses in a logical journey, flow and navigation that starts at a striking point-of-entry and ends with the Eureka Flag.



## MISSION

To deliver an exceptional visitor experience that connects diverse audiences with Eureka's multilayered, contested and much-loved story.

To share our compelling vision with the community, key influences, funders and benefactors to drive growth and a financially sustainable future.

To be the pre-eminent custodian of the Eureka legacy and a respected national cultural institution.

## STRATEGIC RECOMMENDATIONS

The following strategic recommendations are expressed as ‘aspirational statements’ (aligned with the vision statement and mission). The recommendations are grouped into three categories: Place, Partnerships & Advocacy, Programming

### PLACE

1. People love visiting the Eureka Centre and its site, whether for leisure or as a place of learning or pilgrimage. It is a place where diverse community connections are created, celebrated and shared.
2. Visitors experience a profound sense of arrival as their engagement with the site and its history begins. The story has diverse audience appeal and unfolds incrementally to build an emotional connection to the Eureka story, culminating in an encounter with the ‘destination object’ – the Eureka Flag.
3. Eureka Centre offers multiple entry points into the Eureka story for people of all ages and abilities through sensitive and engaging interpretation and design, facilitating participation at various levels of interest, from surface exploration to a deeper dive.
4. The Eureka Stockade Memorial Park has sustained its cultural heritage values and enhanced the visitor experience through interpretation and design that reinforces a sense of awe and reverence for its profound place in world history.
5. A visit to the Eureka Centre fully integrates an exploration of the Eureka Stockade Memorial Park and activation of its public spaces and amenities, including McKay Hall, Lake Penhalluriack, the playground and monuments.
6. Eureka Centre has exploited its geographical positioning to provide a visual connection between the site and Ballarat more broadly. The vista is an attraction in its own right, as well as a means of exploring the Eureka Stockade’s contested narratives and alleged locations.
7. Eureka Centre has completed its third stage redevelopment to resolve the building’s limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution.
8. Eureka Centre provides distinctive high-quality food and wine opportunities that are fully integrated into the Eureka Centre visitor experience and showcase regional produce.
9. Eureka Centre is a successful attractor of visitation with people drawn to one or more of the complementary aspects of its offer: the museum, the Eureka Flag, the education program, the dining experience, the vista, the centre for ideas and research, and the Eureka Stockade Memorial Park and related sites in Ballarat.

# STRATEGIC RECOMMENDATIONS

## PARTNERSHIPS & ADVOCACY

1. Eureka Centre's vision and mission are clear and compelling. As a respected cultural institution, it has secured the trust and support of key stakeholders and advocates in the community and beyond, positioning itself strongly to attract public and private sector partnerships and investment.
2. Eureka Centre has established meaningful and productive partnerships with cultural heritage sites and institutions connected or aligned to the Eureka story, both in Australia and internationally. These partnerships have expanded its reputation and reach through exhibitions, object loans, joint projects, cultural partnerships and reciprocal advocacy.
3. As Council's premier heritage service and attraction, the Eureka Centre is a prominent gateway for those wanting to experience the Central Victorian Goldfields World Heritage sites.
4. Eureka Centre is a leader and respected partner in the GLAM and heritage sectors and is active in supporting the sustainability and growth of Ballarat's heritage community through education, collaboration and resource sharing.
5. Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming.
6. The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag.
7. Visitors arrive at the Eureka Centre through numerous modes of transport, including an integrated public transport network that connects it to other Ballarat attractions.
8. Eureka Centre has a recognised and respected name, with a strong online presence that utilises multiple platforms to engage with and develop its audiences, including through off-site learning and education opportunities.
9. Eureka Centre's program is informed by our region's arts and heritage communities who reflect the bold and creative spirit of Eureka through innovative and engaging projects.

# STRATEGIC RECOMMENDATIONS

## PROGRAMMING

1. In keeping with the Eureka spirit, the Eureka Centre has a national reputation as a place to explore provocative ideas, facilitating discussion around pressing cultural, political and social issues.
2. Eureka Centre embraces the contested history of the Eureka Stockade and the symbolism of the flag, to connect with contemporary ideas about Australian identity that reflect its broad appeal in our national consciousness and world history.
3. The Eureka story is told through multilayered perspectives reflecting the diversity of goldfields life, broadening the Eureka narrative for contemporary audiences to include a stronger focus on the experiences of Aboriginal people, women, children and the many migrant groups present on the goldfields.
4. Eureka Centre has a reputation for learning and scholarship through its own high-quality exhibitions, research, school and university programs, public programs, publications and, by extension, through supporting and facilitating external research. Institutional collaborations and research scholarships reinforce the Eureka Centre's reputation as the principle custodian and advocate of the history of the Eureka Stockade.
5. Eureka Centre has a reputation for experiential museum practices that incorporate, but are not beholden to, leading-edge technology, delivering a rich and immersive visitor experience through a combination of culturally significant objects, site interpretation, multi-sensory interpretation and design.
6. Eureka Day on December 3rd is the primary occasion recognising the events of Eureka and has found broad appeal in the wider community as a celebration of all the Eureka story represents.
7. The Eureka Flag remains the centrepiece of the Eureka Centre's visitor experience, complemented by culturally significant objects relevant to the Eureka story (e.g: The Ballarat Reform League Charter) that have been procured (or reimagined) to broaden the interpretive offering and audience engagement.
8. Eureka Centre is the primary custodian of the heritage of the Eureka story throughout Ballarat and beyond, leading the consolidation and connection of multiple sites through interpretive design, linked experiences, cultural exchange and viable itineraries.
9. The Eureka Centre draws on the expertise, networks and resources of volunteer community members and stakeholder groups to build its reputation, increase its reach and enhance the visitor experience.
10. The Eureka Centre explores the contemporary resonance of the Eureka story through a range of artistic, creative and ideas-based projects that build community engagement and broaden discussion about culture and society.

# APPENDIX 1

## COUNCIL RESOLUTION

Council resolves to:

1. Note the findings of the M.A.D.E Feasibility Study.
2. Acknowledge the effort and hard work of the M.A.D.E staff and Board in establishing and running the facility.
3. Instruct the City of Ballarat CEO to progress the following alternative option with the intent of ensuring the cost-effective operation of the Eureka Centre:
  - Reduce funding with rolling reductions over future years;
  - Bring operation of the facility under the direct management of the Development and Planning Directorate (which includes the portfolio areas of arts, culture, tourism, heritage and placemaking) within the COB making use of existing systems and processes; disband the Board and current governance arrangements and wind-up the company;
  - Retain the primary focus as a centre dedicated to telling the Eureka story and its enduring link to the identity of Ballarat and retain the Flag for continued public access;
  - Appoint a skills-based Eureka Centre Consultative Committee with specific terms of reference endorsed by Council;
  - Further develop successful community use (including current library service, programming and relocation of appropriate research facilities), supporting a profitable café, well used theatre and satellite visitor service;
  - Develop and action a fundraising plan which includes advocacy for State and Federal funding and private investment;
  - Investigate the reinstallation of the iconic Flag Sail; and
  - Using the input of the Centre's Consultative Committee, rebrand the facility to incorporate the word Eureka.

Moved: Cr Samantha McIntosh      CARRIED  
Seconded: Cr Daniel Moloney      (R43/18)

## APPENDIX 2

### HISTORY OF EUREKA INTERPRETATION CENTRES AT THE SITE

Eureka Centre was established in April 2018 at the site of the National Heritage listed Eureka Stockade Memorial Park. Eureka Centre is the third iteration of a museum / interpretation centre on this site.

The first interpretive facility, the Eureka Stockade Centre opened in 1994, and was based in a newly constructed and award-winning building by Phillip Cox Architects. Doubling as a visitor information centre, this iteration was focused on education and site interpretation, with few authentic artefacts on display. At the time, the Eureka Flag - the key artefact linking the site to the story - was housed at the Art Gallery of Ballarat. Attracting around 40,000 visitors, Sovereign Hill relinquished management of the Eureka Centre to the City of Ballarat. Management consultants were employed to reimagine the Eureka Stockade Centre with the hope of attracting higher visitation to bolster the visitor economy and improve the return on the investment made by the City of Ballarat and the Victorian and Australian governments.

The upgraded facility was re-branded as M.A.D.E: Museum of Australian Democracy at Eureka and opened in 2012. The relocation of the Eureka Flag was successfully negotiated with the Art Gallery of Ballarat. A secure and fire-proof room was designed specifically for the contemplation, interpretation and memorialisation of the Eureka Flag. A substantial multimedia interpretive exhibition was established to connect the story of the Eureka rebellion to the broader international quest for democracy. One of the key criticisms of M.A.D.E was that the Eureka story became lost in this wider international reflection on democracy and the struggle for equal rights. The circular panel of interactive screens focused on Eureka, but the remainder of the space more broadly focused on democracy. Positioned as featuring state-of-the-art technology, this technology was soon outdated as personal computer technology become widely available through the uptake of tablets and smart phones.

In 2017, Ballarat City Council commissioned a feasibility report to review the impact of its investment in the annual operation of M.A.D.E. This report was considered by Council in February 2018. Council resolved to close M.A.D.E and to resume operation as a Council facility (Appendix 1). The Eureka Flag was retained and in April 2018 Council opened the Eureka Centre.

A transition plan was put in place to update the permanent exhibition to move away from M.A.D.E's wider democracy theme towards a dedicated focus of the Eureka story. The transition process began in April 2018, informed by a Council resolution that provided a context in which to deliver immediate change. The Manager Eureka Centre commenced in September 2018 and the Eureka Centre Consultative Committee held its first formal meeting on 1 December 2018.

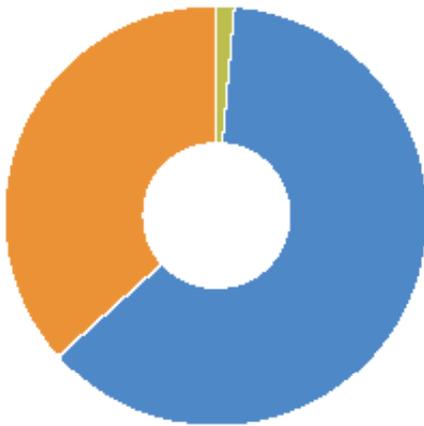
The new Eureka Centre is charged with building a stronger connection to the history of the Eureka Stockade and the historic site in which the museum is located. With this dual visitor attraction / community focus, it is expected that the Eureka Centre will provide a better value proposition for Council and the community. Its core business is built around an interpretive/ museum experience that is responsive to its historic site and the events and legacy of the Eureka Stockade. Beyond the immediate transition, ongoing investment in curatorial services is required to ensure the Eureka Centre remains competitive in the cultural tourism market. Education Programs have been successful and sustainable in past iterations and remain so. The introduction of the Ballarat Research Hub at Eureka (BRHAE) connects the heritage research community to Eureka and establishes a new source of visitation.

# APPENDIX 3

## COMMUNITY SURVEY OUTCOMES

### SURVEY RESPONDENTS (186)

#### GENDER



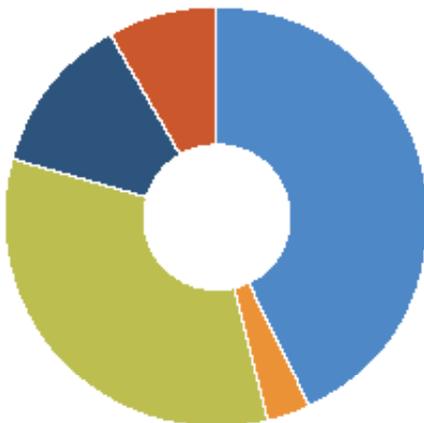
- Female: 115
- Male: 68
- Prefer not to say: 3

#### AGE



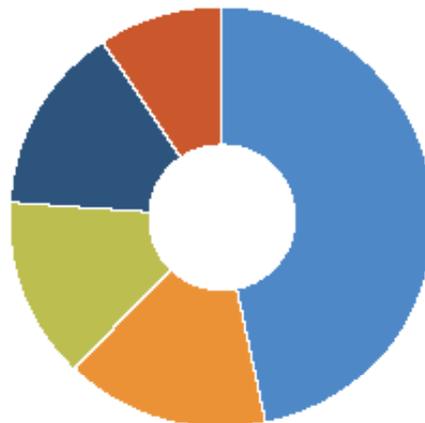
- Under 25: 22
- 26-40: 24
- 41-55: 40
- 56-70: 64
- Over 70: 36

#### PRIMARY CONNECTION



- Current/former residents: 80
- Work in/visit Ballarat regularly: 6
- Value the Eureka story generally: 62
- Family link with Eureka story/Ballararat: 23
- Work in a related field: 15

#### VISITATION



- Occasionally when there's something new: 91
- Visit regularly: 30
- Visit Stockade Gardens but not Eureka Centre: 27
- Take visitors: 23
- Never visited: 18

## LOVE – TOP RESPONSES

1. Pivotal in Australian national identity and ideals of a 'fair go' for everyone
2. Linear/chronological retelling
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 better life
6. Shaping Ballarat's physical environment and popular culture
7. Iconic status of flag as national symbol
8. Stories of individual people
9. Impact of goldfields' migration on social and cultural diversity
10. Role of women and female suffrage
11. Contested nature of the story with multiple perspectives

## IMAGINE – TOP RESPONSES

1. Representation and interpretation of the Eureka Stockade structure
2. Interactive and sensory interpretation
3. Experience that reinforces sense of awe and reverence
4. Focus on local and national context first
5. Stories about real people that represent goldfields' diversity
6. Create an active, year-round community recreation and learning hub
7. Balance traditional museum approach with other events and activations
8. Better connections with other institutions and public transport
9. Maintain Gardens as they are with no new built structures
10. Integrate experience between Flag and Park
11. Real museum with culturally valuable objects

## RETAIN – TOP RESPONSES

1. Gardens' open landscape, trees, lake BBQ facilities and playground
2. Keep flag at Eureka Centre
3. New name and purpose of Eureka Centre
4. Eureka Centre, monument, canons and H McKay Hall
5. Permanent café/restaurant open at night
6. Revolving public programs drawing on all spaces, inside and out

**EUREKA  
CENTRE  
BALLARAT**

