

Value of Heritage to the City of Ballarat-Case Study

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Introduction

This paper summarises the findings from a study to describe the economic, social and cultural benefits of heritage to the City of Ballarat. The study investigated the value of heritage to the City and made recommendations to assist the Council and the Ballarat community to retain, protect, expand and enhance the heritage infrastructure of the City.

The potential of heritage to attract tourism, to enhance the quality of life and attractiveness of the region to current and prospective residents and to assist in economic development was recognised by the City and increasingly by the Ballarat community.

Part of the impetus for the original study was Ballarat’s hosting of the World Conference of the League of Historic Cities¹ for the first time in November 2006. Ballarat was one of the first cities to become a member of the League over ten years ago. Hosting the conference was expected to create a significant national and international focus on Ballarat and its built heritage. As part of the preparation for the event, the study was commissioned to assess and document the importance of heritage to the Ballarat region.

The study findings were based on:

- A review of the recent literature on the value of heritage including the recent Productivity Commission Inquiry report (Productivity Commission, 2006) and associated submissions
- An examination of the existing legal framework to protect and manage Ballarat’s Heritage properties
- Consultation with the Ballarat community and visitors including:
 - Community workshops
 - A survey of Ballarat residents and visitors undertaken by the City on their views on heritage restoration and the value of heritage
- Comparison of valuation data between properties in locations subject to heritage overlay and similar properties in other locations in Ballarat.

¹ October 29th – November 1st - <http://www.leaguehistoricalcities-ballarat.com>

Literature review

There have been a range of studies that have looked at the value of heritage places. The studies have looked at the range of residential, commercial and industrial places including their role for commercial operations, for continuing residential occupation and as tourism attractors either directly or when adapted as museums or interpretive centres, accommodation venues, function centres, restaurants or as other facilities such as arts centres/galleries or theatres. With some exceptions such as the more recent Allen Consulting Group studies (Allen, 2005a and Allen, 2005b), the analysis has tended to be relatively unsophisticated, location specific and has either used economic activity as a proxy for value or has used partial benefit cost analyses based on limited data.

Based on the literature review the study concluded:

Market Values

- Residential buildings that are subject to heritage protection are not, when all other variables are held equal, unduly affected by protection and in many, if not most, cases in Ballarat were affected positively. As heritage controls within Victoria do not restrict property development or demolition, but rather place a responsibility on the proprietor to secure necessary approvals, owners still maintain a considerable degree of flexibility in managing their properties
- Heritage protection tends to have a positive impact on 'notable' buildings. As such premises are presumably already viewed as unique or 'special', protection of their features will generate a premium that cannot be replicated in other properties
- In general, residential property prices are more likely to be affected by external economic factors such as interest rates, property location, urban sprawl and regional population growth rather than by the any perceived limitations that heritage listing may place on the property. Very often the change in value following the introduction of controls is positive
- Property values in towns with more extensive heritage controls tend to be higher than similar regional townships without such controls. It is difficult to quantify whether this is reflective of the positive benefit of heritage controls or a result of a proactive Council which may have implemented other supporting policies within their area of influence
- Studies on commercial properties have been more equivocal. Some have indicated that commercial heritage properties generated lower capital returns over time while other studies inferred that differences in values were, as with residential properties, more related to external economic factors including timing in the market cycle, overall project risks etc. In addition to this there are many examples of the restoration and use of heritage buildings with very successful outcomes in terms of both retention of heritage value and commercial return. Examples in Ballarat include the use of the Drill Hall as a liquor outlet and the development of a branch of the Beechworth Bakery in the former Ballarat water Board building.

According to the literature, the central difference between commercial and private heritage estates is the expectations placed upon such properties by their owners. Where properties are owned for residential purposes only, any financial return on investment will be observed as

capital appreciation over time. Commercial property owners however are required to gain maximum use of their land and buildings in order to generate not just capital returns, but other income streams as well. This income could be affected by restrictions on size and development of the site. This is best observed in those commercial properties where the chief business entity is not the heritage aspect of the property itself, but other non-related business. In these circumstances the heritage listing may affect the owner's ability to gain full economic value from the building and land.

Positive outcomes are considered more likely when property owners have clear guidelines of their rights and obligations as owners of heritage properties. In conjunction with this, proactive council/ government facilitation can allow owners to appreciate not just the importance of their property, but also what added value can be realised with cosmetic improvements to the property or adequate maintenance. By providing both commercial and residential owners such structures, the decision making ability of the property owner is increased.

Conserve or demolish

Balderstone, 2005 provides a review of the recent literature related to environmental gains through maintenance and conservation of heritage buildings. The paper notes the growing number of studies involving the measurement of embodied energy in existing buildings and the comparative costs of buildings on a life cycle basis which are providing evidence for retaining, restoring and adapting/extending older buildings rather than demolishing them and replacing them with new developments. The current focus on reducing greenhouse gas emissions is likely to mean increasingly closer attention on both activities that increase emissions and activities that reduce them. In this climate, retention and reuse of buildings rather than demolition and new development is likely to be increasingly encouraged.

The paper also looks at the literature on life cycle costs for buildings that indicates that older housing costs less to maintain and occupy over the long term life of the building than more modern buildings.

Affect on Private Benefits of Heritage Protection

How listing impacts on property values will depend on the extent to which development controls associated with listing impose opportunity costs and offset any potential benefits of being accorded official heritage status. It is therefore necessary to distinguish between the [single property] certification role of listing and its possible role in preserving future neighbourhood amenity and any development and/or use restrictions. Where neighbourhood amenity is valued, heritage listing may ensure the continued preservation of the neighbourhood's character and so enhances value. However, in cases where development pressures are important, the private costs of listing may outweigh the benefits. (Productivity Commission, 2006, p.141-2)

In the City of Ballarat, there are several heritage precincts of varying size and homogeneity, some of which extend to portions of streets and others entire neighbourhoods. The addition of

another ‘link in a chain’ of properties is likely to contribute to neighbourhood amenity to a greater extent than ‘the first link’ property does.

In the following table, the sale value of selected residential properties in the Ballarat region were recorded over the period of 2002 to 2004. During this time, residential site and capital improved values (CIV) in the central Ballarat area covered by the heritage overlay rose by just over 47%. This compares to a closely similar figure for all residential properties across Ballarat of 46%. These results are displayed below and show that the growth in the value of properties over the 2002-04 periods has not differed due to the presence of a heritage overlay. The difference between changes in CIV and site value is to be expected, as Heritage value is more closely aligned with buildings and structures than land *per se*.

■ **Table 1: Average growth in values in residential property by type, Ballarat 2002-2004**

Type	2002		2004		Growth	
	CIV \$	Site Value \$	CIV \$	Site Value \$	2002-04 % CIV	2002-04 % Site
Residential property – on heritage overlays	70,211	8,105	103,291	11,596	47.1%	43.1%
Residential property (total)	106,250	11,664	155,520	17,046	46.4%	46.1%

Source: SKM Analysis - CIV (Capital Improved Value)

Community attitudes

From the key stakeholder workshops held as part of the study a general consensus was found that the Ballarat community appreciate and are proud of their history and heritage including the built heritage. This appreciation relates to Ballarat offering both, a more attractive urban character and streetscapes as well as its significant restored historic buildings. There is recognition that the heritage buildings are an important part of the overall attraction of Ballarat to both visitors and residents. It was also suggested that the interim heritage overlay tends to protect the streetscape though its control of the heritage buildings directly.

It was noted that there has been an influx of new residents from Melbourne and other areas and these new entrants are helping to change perceptions of the value of heritage buildings and focus older residents’ appreciation of the City’s heritage. These new entrants are drawn to Ballarat by the City’s range of relatively affordable heritage homes. The real estate industry representatives indicated that heritage houses sell at a premium but are still very affordable compared with similar homes in Melbourne.

In support of this, the community survey undertaken as input to this project indicated that nearly one third of respondents noted that Ballarat’s heritage was the main or important reason for living in Ballarat with only 12% indicating they had no interest in heritage.

There were concerns that heritage protection could impact on commercial developments but this was not seen as insurmountable. It was noted that some heritage advisors had been very helpful in facilitating commercial developments.

It was suggested that Ballarat has a very good collection of 1880's and up to the early 1900s buildings, public, commercial and residential, but no really iconic building. As such the City needed to maintain its breadth and depth of collection and ensure it is displayed and promoted appropriately. The feeling was that this is not yet 'sold' well by the City.

It was noted that Sovereign Hill is recreating the Ballarat of the 1850s and early 1860s which is largely lost providing a real opportunity for the rest of the City to showcase the post Gold period with its elegant and in some cases majestic buildings 'built on gold' and on the post gold economy. This would allow Ballarat to complement Sovereign Hill and potentially be a more equal partner in attracting visitors. The feeling was that Ballarat is under selling the sophistication of the late 1800s.

The need to link heritage with history was noted. It was considered that opportunities were lost if buildings were divorced from the stories of the people who lived there. Ensuring these stories are told was seen to offer something extra to a prospective buyer in addition to offering an opportunity to develop the heritage tourism market across the City as well as through Sovereign Hill and the Eureka Centre. Ways of doing this include plaques on heritage buildings as in London, heritage signs as in many Australian cities such as Broken Hill, heritage trails and either guided or self guided walks.

In general it was felt that the City should be more proactive in developing and supporting its heritage.

Value of Heritage to Ballarat

As noted, the Ballarat community recognises the importance of the City's heritage places in terms of attracting new residents and visitors.

Migrant Attraction

It is extremely difficult to estimate how important heritage is in attracting people to a region. According to a recent study by the Ballarat Economic Development Unit, the main reasons given for people choosing Ballarat are due to lifestyle, employment opportunities and as the direct result of a job offer. Other factors that are perhaps likely to influence will include infrastructure provision and access to education. The analysis also showed that new residents to Ballarat were principally originating from regional Victoria (33%) and metropolitan Melbourne (32%) while significant numbers are also moving here from interstate (20%) and overseas (15%).

The Ballarat Value of Heritage survey conducted in conjunction with the study suggested that some 6% of respondents rated Ballarat's heritage as the main reason they live in Ballarat and a further 25% indicated it was an important part of their choice to live in Ballarat. This compares with 57% who rated the City's heritage character as something they enjoy but is not a determinant of why they live in Ballarat and 12% who suggested heritage was of no interest to them. While these findings indicated that heritage could be an important factor in why nearly a third of Ballarat residents live in the City, to determine the importance of heritage

properties in the decision to migrate to Ballarat, would require specific further market research.

Tourism

The Victorian Goldfields tourism region, which includes the principal centres of Ballarat, Bendigo and the smaller towns of Maldon, Castlemaine and Maryborough, is the state's premier Heritage Tourism destination. The Vision for the region is that, "*by 2010 the Goldfields region will be recognised as regional Australia's premier **heritage tourism region** and regional Victoria's events capital.*"²

Within the Goldfields region, Ballarat has the highest unprompted awareness for any centre among prospective interstate tourists (with 13%) ahead of Bendigo (6.9%).³ Among those surveyed who *were* aware of the Goldfields Region, some 74% were aware of Ballarat (when prompted) while only 51.4% were aware of Bendigo⁴. The dominance of heritage across the region is also shown in actual consumer 'associations' as indicated in Tourism Victoria surveys. Consumers aware of the Goldfields associate it with gold history and heritage (92.2%), historic towns (88.9%) and in particular, Sovereign Hill (82.7%).⁵

The City of Ballarat has embraced heritage-themed tourism, with virtually all of its major attractions linked in some manner with the culture and buildings associated with its past, and mainly the gold rushes of the mid 19th Century. Notable examples include Sovereign Hill, the Ballarat Fine Art Gallery, the Eureka Centre and Reserve, and the Ballarat Gold Museum.

Further statistics for the Goldfields region indicate that during the period to September 2007 there were some 1.3 million domestic overnight visitors and nearly 2.9 million daytrip visitors to the Goldfields. In the year to December 2006, the latest tourist published expenditure data for Victoria, slightly fewer domestic tourism visitors spent an estimated \$611 million, with daytrip visitors spending some \$260 million and domestic overnight visitors approximately \$351 million. Overnight visitors to the region on average spent some \$120 per night and \$270 per visit. Daytrip visitors spent around \$90 per trip⁶. International visitors to the region (approximately 34,000 to year end September 2007) spent some \$16 million in the region during 2005 spending on average some \$440 per visit⁷.

In its 2004-2007 Strategic Plan for the goldfields region, Tourism Victoria notes that:

... A significant amount of heritage product is in public sector hands and governments have limited capacity to maintain heritage assets. Reinvigorating the heritage experience is best done in a fully integrated manner across the region.

² Goldfields Tourism Region Strategic Plan 2004-2007, Tourism Victoria

³ Ibid.

⁴ Ibid. 2003 Survey results quoted.

⁵ Ibid, page 24.

⁶ Tourism Victoria Domestic and International Visitation Statistics

⁷ Tourism Victoria Goldfields Market Profile Year Ending June 2006

... Further interpretation of heritage experiences is required for both the domestic and international markets. Interpretive signage is lacking or is of poor quality at many sites of potential interest to key target markets. There are limited tour operators specialising in Goldfields product.

This last comment suggests scope to improve signage related to both individual heritage buildings and heritage walks and drives within Ballarat. There are many examples of towns that showcase their heritage buildings through appropriate signs or plaques indicating important information about the building, its history and important people associated with it. In many cases these are developed into relevant themed walks and trails.

It is clear that cultural heritage is a key part of the tourism brand of the Goldfields region, and without a well developed, interpreted and preserved 'catalogue' of heritage buildings and other heritage/historical attractions and experiences to offer visitors, Ballarat and the other destinations within the region could lose their best and highest-yield markets rapidly.

Unlike other centres in Victoria or interstate which have lost touch with their history and allowed their heritage buildings to slip into anonymity, or be demolished or modified beyond recognition, Ballarat has a stock of authentic heritage buildings, streetscapes and monuments, and has invested in their protection and interpretation with the result of a unique experience to offer the domestic or inbound tourist.

An estimate of the value of heritage to Ballarat

The Allen Consulting Group undertook a national willingness to pay survey (Allen, 2005b). From this survey they estimate that the national population 18 and over years old would be prepared to pay some \$1.6 billion per year for a relatively modest improvement in heritage protection and improved condition. Assuming the population of Ballarat has similar characteristics to the general population it is not unreasonable to 'transfer' the results estimated from the national survey to Ballarat on a proportional population basis. On this relative per capita basis this would mean that based on the current estimated population, the population of Ballarat 18 and over would be prepared to pay some \$6.7 million per annum for a modest improvement in heritage protection.

In practice the Ballarat population is slightly different with a slightly higher proportion of younger and older people and slightly less in the middle age cohorts. In addition it differs in other characteristics such as education and income. However, the estimate provides a broad indication of the order of value of heritage to Ballarat.

Survey findings

This section looks at some of the findings from the Ballarat survey compared with the Allen survey (Allen, 2005b) results.

The survey respondents were broadly skewed towards older age groups⁸ and that respondents had a higher degree of educational attainment than the general population of Ballarat. This skewing of the respondents is likely to have affected the evaluation of the survey as older persons within society may be more positive towards heritage properties and result in comparatively more interest being shown in heritage buildings than if the respondents were drawn from an even spread of age groups. In addition more highly qualified people tend to be more interested in heritage and, again, may be more willing to support additional heritage protection (Allen, 2005b).

The first question asked whether they believed enough is being done to protect Ballarat's and Australia's historic heritage. The results suggest that citizens of Ballarat (45%) are more satisfied with the extent of heritage protection than are persons in regional Victoria (27%) and Australia (32%). Comparatively speaking, Australia and Ballarat have quite comprehensive heritage protection laws, and this outcome may be the result of a better understanding of the heritage protection currently in place within Ballarat.

■ **Table 2: Comparison of views on adequacy of heritage protection**

Answer	Ballarat	Regional Victoria	Victoria	Australia
Too Little	36.7%	67.2%	65.4%	61.9%
Just Right	45.5%	26.7%	28.6%	32.2%
Too Much	10.2%	2.5%	3.0%	3.4%
Don't Know	7.4%	3.6%	3.0%	2.5%
Total	100.0%	100.0%	100.0%	100.0%

Sources: Ballarat survey and the Allen Consulting Group Survey

Question 2 asked the respondents where they believed additional funding for heritage places (if available) should be spent. Responses from both surveys, shown below in Table 3 differ considerably. In particular there was a greater emphasis on protection for heritage assets closer to home in the Ballarat survey, possibly indicating a desire for, or understanding by residents of the advantages of, local heritage protection.

■ **Table 3: Preferred allocation of additional heritage protection funding**

Answer	Ballarat	Regional Victoria	Victoria	Australia
Places of significance to nation	7.6%	61.0%	62.4%	61.0%
Places of significance to Victoria	38.6%	17.1%	20.3%	19.3%
Places of significance to local area	47.7%	19.5%	14.8%	17.2%
Don't Know	6.1%	2.4%	2.5%	2.5%
Total	100.0%	100.0%	100.0%	100.0%

Sources: Ballarat survey and the Allen Consulting Group Survey

⁸ Data from the Economic Development Unit, Ballarat indicated that a relatively high proportion of people living in Ballarat are aged less than 45 years; with the highest number of people occurring in the 15 – 19 year old age group. The median age of all people living in Ballarat is 34 years.

Another question posed to respondents was whether they believed that heritage protection had an important role in boosting the performance of the local or state/national economy. Ballarat residents (as shown in Table 4) felt overwhelmingly that there was an important role for heritage to play in boosting jobs and the economy, higher than comparable regional, state or national figures and that support for the notion was high overall. A maximum of just 11% disagreed or strongly disagreed with the idea from the survey results.

■ **Table 4: Looking after Heritage is important in creating jobs and boosting the economy**

Answer	Ballarat	Regional Victoria	Victoria	Australia
Strongly Agree or Agree	72%	63%	59%	56%
Undecided	19%	31%	30%	33%
disagree or strongly disagree	9%	6%	11%	11%
Total	100.0%	100.0%	100.0%	100.0%

Sources: Ballarat survey and the Allen Consulting Group Survey

Conclusion

Based on results from the Ballarat survey and weighed against those in the Allen survey, it was concluded that residents of Ballarat;

- Are more satisfied than other persons within Australia that the existing level of heritage protection in place within their immediate region is adequate. This result may have been influenced by the educational background of respondents to the survey, who could be expected to be more aware of what legislation is in place
- Believe strongly that any further allocation of funding for heritage places should be directed towards their own community
- Believe that heritage properties directly contribute to their local economy.

The last point is not surprising as marketing for Sovereign Hill and the Eureka stockade would be prevalent within the community and it would be expected that many residents would be aware of persons who are/ have been employed at a heritage designated tourist attraction in Ballarat.

Competitive Advantage of Heritage to Ballarat

Ballarat is well supplied with a variety of economic, social and environmental advantages that allow it to positively differentiate its image from that of its immediate competitors of Bendigo and Geelong. Being located close to major urban centres and supporting infrastructure, Ballarat is within easy travelling distance for international, interstate and intrastate tourists. Marketing itself as the largest inland city in Victoria, Ballarat is able to draw individuals to its region with a combination of historical tourism based on its heritage buildings and modern conveniences of shopping malls and entertainment.

The City's collection of listed properties provide it with a real competitive advantage over competing regional centres, in terms of brand, identity and cultural soul, all of which attract visitors and residents alike. However, retention of this advantage requires the City to continue to protect, maintain and use appropriately its owned buildings and encourage and facilitate protection and use of other publicly and privately held heritage properties through heritage listing and programs of renovation or restoration. Investment in promotion of their uniqueness and value to the community is also necessary to maximise their value, as is encouragement of supporting industries (such as the development of specialist heritage trades) within the region.

Support for heritage trades could occur at a number of levels and via various mechanisms. As part of this, Ballarat is improving its heritage advisory services and developing a Centre for Classical Building.

Benefits and costs of heritage

As noted above the research into the economic and social benefits-costs of heritage properties while equivocal has not indicated any negative effect on property values. The Allen Consulting Group estimates that the national population aged 18 and older would be willing to pay \$1.6 billion per annum for a relatively modest improvement in heritage protection and improved condition. However, the Australian property market is dynamic and property values are affected by many factors including heritage listing so that particular property values may vary over time or grow/decline at a different rate to an apparently similar property for many reasons outside of issues related to the type of planning controls.

Cost to the Community and City of Ballarat

Costs are borne by the City of Ballarat to maintain and enforce heritage protection to the built heritage fabric of the city. These range from the costs of identifying and recording heritage places to physical maintenance undertaken on heritage properties. Table 5 lists some of the identified costs of heritage to the City of Ballarat.

■ **Table 5: Communal costs of Heritage in Ballarat⁹**

Category	Explanation
Identification & Recording	Identifying heritage places & undertaking heritage studies
Planning controls	<p>Consideration of renovation/alteration requests and applying to the State Planning Minister for interim heritage overlay where appropriate</p> <p>Processing amendments to the Planning Scheme to include properties in the Heritage Overlay and introduce local policies</p> <p>Processing and making determinations on planning permit applications relating to properties with a Heritage Overlay</p>
Staffing, Planning controls, Policy &	<p>Employing a full time Heritage Officer to:</p> <ul style="list-style-type: none"> ■ Provide Heritage advice to statutory planners on planning permit applications

⁹ Submission to Heritage Inquiry by productivity commission, August 2005

Category	Explanation
Administration	<ul style="list-style-type: none"> ■ Liaise with property owners and other Council officers to advise on ways to achieve heritage conservation of individual buildings and/or public works ■ Promote heritage issues and educate the community on heritage matters ■ Advise on policy development ■ Administer the Ballarat incentives scheme and interest free loans to land owners
Maintenance & Capital Works	<p>Undertaking capital works as a result of measures/processes to ensure that works respect heritage values of various public areas</p> <p>Renovating buildings in the City's ownership e.g. 'Her Majesty's Theatre', the former Ballarat Mining Exchange</p>
Policy & Administration	Managing a 'Ballarat Heritage Advisory Committee' that oversees the City's financial incentives and low interest loans scheme
Identification & recording, Planning controls, Administration	Additional sites added to the Heritage Overlay
Consultants, Policy & Administration	Heritage Precinct Studies

Cost to individuals

In addition to costs incurred by the City of Ballarat, costs are also incurred by individual property owners and commercial operators in complying with Heritage Overlays and maintaining heritage properties.

■ Table 6: Individual costs of Heritage in Ballarat

Category	Cost category
Planning controls, Consultants	<p>Applying for a planning permit & associated fees from engaging an architect or building design practitioner and engagement of an expert heritage advisor</p> <p>Possible holding costs in some cases associated with delays caused by applying for a planning permit under the Heritage Overlay where otherwise no permit would have been required.</p>
Maintenance & Capital Works	<p>Additional longer term maintenance costs associated with retention of heritage material which is often not perceived as being as durable as more modern building materials</p> <p>Increased maintenance and capital costs due to a shortage of tradesmen with skills to perform heritage works. This is particularly relevant in Ballarat, with a small labour pool and significant built heritage.</p>
Market	<p>A Heritage 'premium' attached to well preserved properties could be expected to be incurred by potential buyers during the transaction process, thereby inflating the final cost of the property. With a finite supply of quality heritage properties, a seller can differentiate and market the unique and hard to replicate aspects of their property, thereby allowing them to attach an added cost to the property. This uniqueness will of course not appeal to all buyers, so the seller will be required to target their markets carefully. This 'cost' is two sided though as the seller will consider the attached premium a benefit.</p>

Based on the findings in this report some general benefit-cost assessments can be made in relation to heritage properties within the Ballarat region:

- Well maintained and marketed heritage listed residential properties are likely to sell at a premium. The potential value of listed commercial properties is more equivocal but subject to an appropriate reuse there is unlikely to be a negative impact on value based on heritage controls alone
- Well maintained and marketed heritage properties will generate employment
- Costs will be incurred by owners/ renters of heritage listed properties. While there may be specific commercial or industrial uses where restoration and/or adaptation costs are higher than for newer buildings, there are many examples where heritage buildings have been refitted cost effectively and have provided more attractive corporate addresses
- Owners could gain a personal net benefit through the knowledge their property is now more secure in its appearance as a result of the restrictions and requirements placed on the property through listing, and
- The public will gain a net benefit from Heritage properties through a sense of civic pride in their city. This benefit will only be maintained if these properties are adequately preserved either by their private owners or government bodies (Local, State or Federal).

A region with a strong representation of heritage buildings should gain a net benefit from increased tourism attracted by the heritage properties and precincts. This benefit will be fiscal; increased tourism numbers and expenditure, internal expenditure by local members of the community visiting heritage sites and cultural; 'public good' generated by the presence of heritage properties and the importance they hold within the community.

Implications for the City of Ballarat

The study findings indicated a significant potential benefit to Ballarat from its heritage and history. It concluded that maximising the benefit from this heritage and history will mean protecting it, presenting it and promoting it in an innovative and consistent manner. In particular this suggests the City should:

- Provide a consistent Vision within a heritage Strategy
- Develop a structured heritage marketing and promotion strategy. This could be developed in conjunction with Sovereign Hill with the aim of linking Sovereign Hill, the Gold Museum, the Eureka Centre and the City's historic buildings and laneways to provide a broader story of the development of Ballarat and Victoria for visitors and residents. As part of this, the City's heritage assets will need further interpretation including the development of appropriate themes and stories, signage and walks and trails both within the City and linking the City to the other historic venues
- Provide or facilitate the development of a one stop shop in relation to heritage restoration/maintenance advice and practice

- Encourage on-going community education on good practice in heritage protection, restoration and conservation. This could include education and training programs, a regular heritage column in the paper, an advisory talk back program on radio, etc
- Ensure prospective purchasers have readily accessible advice on:
 - Permit requirements
 - Specific heritage issues such as:
 - Appropriate works, suppliers and trades people. Council could keep a data base of accredited trades-people. Accreditation would be provided by an appropriate third party such as the proposed Centre for Classical Buildings and its registered training organisation partners
 - Research on the building, photographs, documentation etc
 - Design issues such as colours etc
 - Assistance in negotiating contracts and in works supervision, etc
 - Incentive schemes
- Facilitate the development of appropriate third party advisory bodies, and
- Provide advocacy for more support for heritage protection and conservation from State and Federal governments and the private sector.

In addition, Council should consider a broader package of incentives linked to following ‘good practice’ advice, including possibly:

- Rating linked to building conservation, that is reward good practice
- Improved grant/soft loan scheme or other financial incentives
- An award scheme that acknowledges business and residents who have done good work. Awards could cover a range of categories, and
- The feasibility of developing a group insurance scheme for owners of heritage buildings.

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