



Today Tomorrow Together
The Ballarat Strategy Our Vision for 2040

**A Greener
More Vibrant
and Connected
Ballarat**

A Greener More Vibrant and Connected Ballarat

Foreword

Ballarat is a unique place with a proud community identity. It is characterised by impressive natural and engineered beauty, a rich cultural history, and a robust economy. It offers its residents a distinctive and enviable lifestyle, providing access to the best aspects of both the city and country. It is certainly a great place to live.

Over the past 25 years Ballarat has experienced considerable change, not only to its physical and cultural makeup, but also to its position of significance within Victoria. Having been identified in the State Government's strategic plan for Melbourne as a major centre for future regional growth, the scale and pace of change is set to accelerate.

The Ballarat Strategy outlines a plan for managing the forecast growth and change. It is founded upon the shared Our Vision for 2040 and is the culmination of 18 months of consultation, which began with our largest ever community conversation, Ballarat Imagine. The plan responds to the more than 6,000 ideas and suggestions received from the community during that time, and provides the important linkage between the shared vision and aspirations of the community, and Council decision-making.

The Ballarat Strategy intentionally does not provide the answers to all of the questions surrounding Ballarat's future growth, but rather, addresses the crucial challenges and sets long-term direction for change in key areas. Where more detailed local investigation is required, the plan sets out an ambitious work program for engaging with local communities to enable them to identify and address their own key local issues.

We are proud of our city and excited by the future. This plan represents an important step in the direction towards a more vibrant and productive Ballarat.



Cr John Philips
Mayor – City of Ballarat

In the 1990s Ballarat was a very different place than it is today. The recession was biting hard, and growth rates were slow. Reluctantly, many of Ballarat's best and brightest were forced to leave in search of opportunities. Today, Ballarat is on the verge of another golden era, as population is forecast to grow by more than 60,000 people by 2040. New restaurants and bars typify Ballarat's developing food scene; almost 2.2 million tourists visited Ballarat in 2013/14; and Ballarat West Employment Zone is coming online as a once in a generation opportunity for jobs and investment in advanced manufacturing. In 2015, Ballarat is an exciting place to be.

This growth brings with it enormous opportunity, but also great challenges. Our population is forecast to grow to over 160,000 by 2040, with the proportion of older persons set to increase significantly. Changing family structures and demographics are forecast to shape Ballarat, bringing new aspirations and visions for this great city. A renewed recognition of the importance of the environment, and the vital role it plays in enriching our lives and providing for a robust economy, are altering the value we place on the natural world. Better understanding of heritage and local cultural values are transforming the way we manage change. Now is the time to recognise this transition, and set a path for the future.

Growth and prosperity can only continue if there are jobs, opportunity and a desirable lifestyle for potential residents, and if businesses can access an economic climate, infrastructure and workforce that justifies Ballarat as their preferred location. We must strike the appropriate balance between providing for this growth and keeping the elements of Ballarat which make it unique and wonderful. Ballarat has also always prospered from empowering local innovation, hard work and a fair go. This plan is offered in that spirit.

The Ballarat Strategy seeks to build on our strengths and advantages, address the challenges we face and extend the gains we have made over recent decades. Whilst the Strategy does not provide all the answers, it does deliver aspirational policy directions to guide decision-making and outlines a suite of initiatives and actions to affect real change. The Strategy seeks to secure for our children a Ballarat that is even better than the one we love today.

Change is inevitable. The community told us through Ballarat Imagine the type of city they want Ballarat to be in 2040. We have listened. Together, through this shared long-term strategy, we outline the plan to manage change so that by 2040 we will continue to live in and love a greener, more vibrant and connected Ballarat.



Anthony Schinck
Chief Executive Officer – City of Ballarat



Today Tomorrow Together
The Ballarat Strategy Our Vision for 2040



About the Ballarat Strategy

The Ballarat Strategy outlines our vision and long term plan to manage change in Ballarat to 2040. The Strategy is part of delivering on what our community said they want for Ballarat's future. This long term spatial strategy for Ballarat will guide future growth to the most efficient locations with the highest net community benefit as well as providing certainty for the community and the development industry on development areas and forms.

Ballarat will grow significantly over the next 25 years. The Ballarat Strategy will guide this growth and development and help us to manage change so Ballarat in 2040 has built on its own strengths, retained its values and character, and is ultimately the best place it can be.

The Ballarat Strategy proposes a long-term future for a greener, more vibrant and connected Ballarat.

- As a high-level long-term strategy this document outlines the key concepts, principles and long-term actions to manage change so incremental short-term decisions consider our long-term challenges and opportunities.
- In order to guide growth and change in the municipality, this strategy is based around two key platforms, the '10 Minute City' and the 'City in the Landscape' These platforms provide the foundations to all the strategies and policies discussed throughout this document.

The Ballarat Strategy will provide strategic direction for the community and the Council into the future. Implementation will occur through a combination of Council decision-making, future projects and budgets outlined in the Council Plan, and implementation into the Ballarat Planning Scheme via Planning Scheme Amendments. This strategy will influence the priorities of future Council Plans, which will remain the mechanism to outline specific work projects, budgets, performance indicators and timeframes.

Ballarat Strategy (25 Years+)

Council Plan (4 Years)

Strategies

Operational Plans

Structure of the Document

The strategy brings together a brief history of the municipality along with a discussion around why we need to plan for the future in **Part A - The Need to Manage Change**. How this change will be managed is addressed in **Part B - The Plan for Ballarat Towards 2040**.

- Key ideas and issues have been grouped together under the main themes identified to the right. They have been colour coded throughout the document for ease of use.

Planning for 2040: Two Key Platforms for Change

The Ballarat Strategy has been developed as a shared community vision for the future. It began with our largest ever community conversation Ballarat Imagine, and has developed with ongoing community input and support.

Recognising Ballarat's distinctive story, valued urban and rural landscapes, regional context, current challenges and the community's shared vision enabled the creation of a new framework to guide future change and development in Ballarat to allow us to retain our liveable lifestyle. This will be achieved by making decisions in accordance with two key platforms to guide growth and change – The '10 Minute City' and The 'City in the Landscape.'

 See **Appendix 1** on page 254 for further information on Managing Growth and Change

Structure of the Document

Part A The Need to Manage Change

- Identifies what makes Ballarat special, its role in the region, key challenges and opportunities,
- Outlines the long-term vision and key principles.

Part B The Plan for Ballarat Towards 2040

- Policies and Actions are grouped under the following key themes, to enable easy navigation.

Productive Ballarat

This section identifies the key policy directions and initiatives to underpin the economic growth and development of Ballarat towards 2040. It provides land use guidance to support the objectives and aspirations of the Ballarat Economic Strategy 2015-2019, outlining the plan for economic growth, industry, development infrastructure, tourism and township areas.

Settlement for a Highly Liveable Ballarat

This section identifies the key policy directions and initiatives to support community health, wellbeing and liveability. It provides land use guidance to underpin these aspirations and outlines the plan for the 10 minute city, liveability, health and well-being.

Housing Ballarat

This section identifies the key policy directions proposed for housing in Ballarat, supporting a much larger but also more diverse community with housing choices for the future. It outlines the plan for residential development, housing form and diversity.

Connected Ballarat

This section identifies the key policy directions for ensuring an integrated approach to connecting business and the community. It outlines the plan for a more sustainable transport network.

Sustainable Ballarat

This section identifies the key policy directions and initiatives to underpin the management of a sustainable Ballarat towards 2040. It outlines the plan for the historic urban landscape, biodiversity, open space, water, flooding, land and soil, agriculture, sustainable energy, waste and contamination, climate change impacts and sustainability.

Appendices

- Provides a summary of Implementation, and background information

A Greener More Vibrant and Connected Ballarat

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Planning for 2040: Two key platforms for change

The Ballarat Strategy has been developed as a shared community vision for the future. It began with our largest ever community conversation Ballarat Imagine, and has developed with ongoing community input and support.

Ballarat will grow significantly over the next 25 years. The Ballarat Strategy will guide this growth and development and help us to manage change so Ballarat in 2040 has built on its own strengths, retained its values and character, and is ultimately the best place it can be.

Over the next 25 years Ballarat's population will increase, age and diversify. The structure of families will be different, which will lead to a greater demand for semi-detached and unit type homes. We must manage growth and change to allow us to retain our liveable lifestyle. This will be achieved by making decisions in accordance with two key platforms to guide growth and change – The '10 Minute City' and The 'City in the Landscape.'

The '10 Minute City' will support complete, Liveable Neighbourhoods within a Compact City.

The '10 Minute City' concept in Ballarat reflects community aspirations to maintain existing or improved levels of local access to destinations and services as the city grows over time.

Ballarat as a '10 Minute City' is achieved by:

1

Making land use decisions so housing growth patterns reinforce a **compact city** (page 108-109)

2

Developing a network of **complete local neighbourhoods** (page 62-63)

3

Recognising **key precincts for urban renewal and convenience living** (page 66-74)

4

Transitioning towards a more **sustainable transport network** (page 154-155)

5

Supporting the **economic transition** towards the jobs of tomorrow (page 42-61)

The 'City in the Landscape' will support Ballarat to be a Greener and More Vibrant Regional City.

The 'City in the Landscape' concept reflects Ballarat's enviable physical, cultural and historical location within its landscape. The concept recognises that nothing should be viewed in isolation of its physical and non-physical context.

The 'City in the Landscape' is achieved by:

1

Adopting an urban forest approach to better manage our environment, improve the liveability and amenity of the City, and make us more resilient to a changing climate (page 193-197)

2

Pursuing a new approach to managing change in our historic city and rural landscape (page 182-189)

3

Local plans for local communities (page 144)

4

Embracing the urban and rural landscape (page 139-140)

5

Recognising and responding to a changing climate, and being resilient to environmental impacts and risks (page 236-245)



Most importantly, the Ballarat Strategy recognises the opportunities to manage this change Today, Tomorrow, Together – for a Greener, More Vibrant and Connected Ballarat.

Platform 1: The '10 Minute City'

Supporting Complete, Liveable Neighbourhoods within a Compact City

The '10 Minute City' concept in Ballarat reflects community aspirations to maintain existing levels of access to destinations and services even when the city grows over time. It supports the ability for all residents of Ballarat to be able to do more of their day to day shopping, accessing of services and business in local neighbourhood centres. It also promotes the improvement of walking and cycling connections in local neighbourhoods so residents find it easier to move around and reduce the need to use the car for short-journeys.

More than just a benchmark, it is a way of guiding decision-making which influences the shape, form and function of the Municipality. It will help guide growth and change in Ballarat so in 2040 it is a place which has:

- **1 Compact city form** – new housing has developed in a pattern focussed on supporting a compact, efficient and productive city
- **2 Complete local neighbourhoods** – residents can predominantly access their day to day needs in local centres, reducing the need to travel
- **3 Land uses and precincts supporting jobs, productivity and efficiency** – businesses are able to connect, share knowledge, access workers and markets through a city structure designed for the future economy
- **4 High quality local connections** – safe, accessible and permeable neighbourhoods encourage walking, cycling and public transport as convenient transport options. High amenity public spaces encourage people to use them, with widespread health and safety benefits
- **5 Supporting the economic transition to the jobs of tomorrow**

10 Minute City' is Enacted by...

1: Land Use Decisions for a Compact City

There is a Need for Housing Growth Patterns to Reinforce the 10 Minute City:

- The CBD has the highest levels of access to public transport, jobs and services, but contains less than 300 residents. A step-change in inner city housing in the CBD offers enormous potential for significantly more people to live in this prime location.
- Infill development is being encouraged within 400m of public transport, with active encouragement of development in Convenience Living Corridors within 200m of future frequent public transport corridors.
- Unplanned and dislocated greenfield developments have long-term costs to the community and can result in poorly connected services. Criteria are to be adopted to consider future applications for greenfield development to ensure access to key services – based around the compact form, transport accessibility and opportunity to develop complete neighbourhoods.
- Strategically located sites, with an unclear land use future, have been identified. Some may have the opportunity for large-scale housing development, in well-located areas which uphold the '10 Minute City' principle.
- Employment nodes are to be encouraged in areas with high levels of access.



2: Developing a Network of Complete Local Neighbourhoods

Complete Neighbourhoods include a Range of Housing Options, Shops and Supermarkets and other Neighbourhood-serving Commercial Services; Public Open Spaces and Recreational Facilities; and Access to Frequent Public Transport.

The term 'complete neighbourhood' refers to a neighbourhood where one has safe and convenient access to the goods and services needed in daily life. This includes a variety of housing options, supermarkets and other commercial services, quality schools, public open spaces and recreational facilities, affordable active transport options and daily services. An important element of a complete neighbourhood is that it is built at a walkable and bikeable human scale, and meets the needs of people of all ages and abilities.

The concept is based around recognising human needs and behaviours. Land use planning should enable residents, whether urban or rural, to access as much of their daily needs as possible in their local communities. In Ballarat, complete neighbourhoods will have:

- A discernible centre
- Most houses within a 10 minute walk of the centre
- A variety of housing types
- A variety of shops and offices should provide daily needs, including incidental food shopping
- A primary school close enough so most children can walk to school
- Small playgrounds or open space accessible within 10 minute walk (or less) of all homes
- The streets within the neighbourhood as a logical, safe, legible and connected network
- People focussed places, with high amenity and trees and gardens
- Space for neighbourhood meeting places, community centres or places for public events
- Access to transport.



3: Land Uses and Precincts supporting Jobs, Productivity and Efficiency

Urban Renewal precincts are identified areas where change and investment could have significant social and economic benefits to the city. They also offer opportunities to make areas more attractive and accessible to the community to live, work and be entertained.

A long-term pipeline of urban renewal is critical to the social and economic future of the city. Focused land use policy decisions will enable landowners to improve and revitalise identified precincts for community benefit.

Convenience Living encourages people to live within 200m - 400m of frequent and convenient public transport services, so as to benefit their lives as well as the liveability of Ballarat. These are great places to live, and Council will actively encourage sympathetic development and growth in these areas. A development pattern to encourage growth in these serviced areas can promote greater vitality and enable higher frequency public transport and other public services important to a progressive growing city. Convenience Living Areas are a new concept for modern-day Ballarat and an important part of its future.



Source: Making Ballarat Central: The CBD Strategy (2010), p86. Image is for illustrative purposes, actual design is yet to be determined.

4: High Quality Local Connections

A sustainable transport system for Ballarat is fundamentally about giving the community more convenient options for how they move. The Strategy provides alternative transport outcomes to support a growing population and addresses concerns related to increased congestion, rising fuel prices and environmental impacts. Whilst private cars provide the highest levels of mobility, transitioning to a more sustainable transport system which achieves a greater balance between cars and other modes such as walking, cycling and public transport will help address these challenges



To Achieve this, the Strategy includes:

- Consideration of transport impacts when making important growth decisions such as which areas should grow the fastest
- Integration of various modes of transport into the structure and fabric of the city as it grows through strong and strategic integrated land use and transport planning
- Making public transport more attractive
- Planning for flexible and scalable transport networks that can develop over time as demand grows and technology changes
- Protecting land for key infrastructure such as road upgrades and high frequency public transport corridors
- Ongoing monitoring and management of the road network for efficiency
- Managing the cost and provision of parking in key centres.



5: Supporting the Economic Transition Towards the Jobs of Tomorrow

The Australian economy undergoes constant change. A century ago, our economy was defined by the prosperity and wealth created from wool production and other primary industries. The current economic shift in Ballarat is again mirroring the trend at the national level, this time towards higher value knowledge sector jobs, advanced manufacturing, and health services.

Land use planning needs to continue to support the current economy, with flexibility to support ongoing economic growth in the face of changing circumstances. The Strategy outlines a future structure of the city which supports:

- The transition of the economy
- Recognition and support for key economic clusters
- Infrastructure and land supply to support growth
- Policy and regulatory reform
- The unique challenges and opportunities for jobs in township areas.



Platform 2: The 'City in the Landscape'

Supporting Ballarat to be a Greener, More Vibrant Regional City

The 'City in the Landscape' concept reflects Ballarat's enviable physical, cultural and historical location within its landscape. This concept recognises that nothing should be viewed in isolation of its physical and non-physical context. Ballarat is a complex, multi-layered place.

This approach is a way of guiding decision-making which ensures as Ballarat grows it enhances its connection with its landscape as a vibrant inland centre with a proud rural history. It will help guide growth and change in Ballarat so in 2040 it is a place which:

- **1 Utilises an Urban Forest Approach to better manage our environment** – Ballarat will have a high amenity environment, with bike and pedestrian facilities, large canopy trees, resting places and other place-making amenities. Innovative building designs which incorporate garden walls and rooftop gardens are an important part of our urban future.
- **2 Manages change in its Historic Urban Landscape** – change is managed so as not to lose what it is that makes Ballarat distinctive and valued.
- **3 Undertakes integrated local planning as vital for local communities** – community values, landscape values and acceptable levels of change for sensitive neighbourhoods are understood and provide certainty to residents and developers as to what types of developments to attract and support.
- **4 Builds upon the mixture of urban and rural areas, which contribute to Ballarat's identity** – both urban and rural areas are vibrant, and prosperous, supporting the regional identity which makes this place special.
- **5 Recognises and responds to a changing climate, and is resilient to environmental impacts and risks** – regardless of the exact impacts, Ballarat must be resilient to change and prepare now to be able to respond to future challenges of 2040.



'City in the Landscape' is Enacted by...

1 Adopting an Urban Forest Approach to Better Manage our Environment, improve the Liveability and Amenity of the City, and make us more Resilient to a Changing Climate

Through *Ballarat Imagine*, the community outlined that parks and open space and Ballarat's natural and recreational areas are critical to the future of the city. The current suite of natural and managed open space areas is highly valued, but there was a desire expressed to better manage and connect them in a more cohesive and logical way. An Urban Forest Strategy will give this direction. Generally, the urban forest approach involves:

- Increasing the tree canopy coverage over a given area in a given time
- Protecting existing established trees in parks, streets, public spaces and private landscapes
- Protecting and improving the linking of habitat and support for biodiversity
- Increasing shade and the natural cooling of the natural and built environment
- Reducing the impacts of heat in urban areas and increasing carbon uptake
- Increasing amenity, the liveability of neighbourhoods, and property values
- Increasing tree diversity so the forest is more adaptive to changing climatic conditions
- Reinforcement of the landscape character of any given area.

Given the time taken for trees to fully mature and reach their potential, action now on an Urban Forest Strategy will enable the people of 2040 to enjoy an established urban forest that has enhanced the liveability and amenity of Ballarat to a level that has never before been achieved since European settlement. A target of 40% canopy coverage by 2040 will guide the long-term greening of the municipality.



2 Pursuing a New Approach to Managing Change in our Historic City and Rural Landscape

Ballarat is a complex living landscape. Underlying all issues, directions and initiatives in the Ballarat Strategy is a new approach to managing change.

Many heritage systems around the world, including Ballarat's, have traditionally focused on protecting buildings, monuments or an architectural style. However, communities love far more about their city than just this. Ballarat Imagine told us Ballarat people do love their heritage buildings but also love Lake Wendouree, the street trees, our parks, gardens and bushland and the 'Ballarat lifestyle' and culture. The community told us change needs to be managed so as not to lose what it is the community most loves about Ballarat.

City of Ballarat has signed up to an international pilot of a new way of looking at heritage and managing change in historic cities. The pilot is being promoted by UNESCO, a United Nations (UN) body. Ongoing implementation of the Historic Urban Landscape Approach is critical to the implementation of this long-term strategy, as part of core business.



3 Local Plans for Local Communities

Following the Ballarat Strategy, Council will enter a new phase of integrated local area planning. This approach seeks to understand and clarify the values of local areas which need to be considered in decision-making. It recognises that a one-size-fits-all approach to land use planning doesn't always achieve what it needs to. Each suburb, township and community of Ballarat is unique and different. Sometimes controls prevent appropriate development while others may be silent on outcomes which would be highly detrimental.

The implementation of Historic Urban Landscape (HUL) principles at a local level has the potential to diffuse the current combative climate between development and preservation, in a proactive way. As the rate of population growth increases, we need to enable innovative and appropriate development to flourish in Ballarat – to create new places which can be valued by future generations and complements the existing historic landscape. Our goal is that by 2040, the community has confidence approved developments will enhance rather than impact on the values that make a place special. Developers will also have confidence they understand what it is that makes the site special, and by responding to those values can avoid delays and conflict with the broader community. Certainty will benefit all parties.



4 Embracing the Urban and Rural Landscape

Ballarat's success in many ways relates to its people, natural resources, distinctive rural and urban character, culture and lifestyle. To frame the future of 'Ballarat', it is important to recognise the current elements of the landscape that frame local identity and support our local culture and distinctiveness. It is also important to understand those elements highly valued by the Ballarat community.

The identity of 'Ballarat' is intrinsically linked to the combination of urban and rural areas. The Ballarat Strategy is a land use plan for the whole Municipality, and acknowledges the differing needs, identities and aspirations of communities from various areas.

5 Recognising and Responding to a Changing Climate, and Being Resilient to Environmental Impacts and Risks

Climate change is likely to impact on the Ballarat community over the coming decades. There are expected changes in the intensity and frequency of extreme weather events, changes to the water cycle affecting agriculture and other key industries, and concerns about the ongoing threat of natural disasters such as bushfires and floods. In terms of a growing population, the impact of such changes can have increasingly significant impacts.

City of Ballarat's responses to the challenges of climate change are embedded throughout all sections of the Ballarat Strategy. The approach is fundamentally about reducing our contribution to greenhouse gas emissions and adapting to a changing climate. But it is far more complex than that. All components of Council business will need to play an important role.

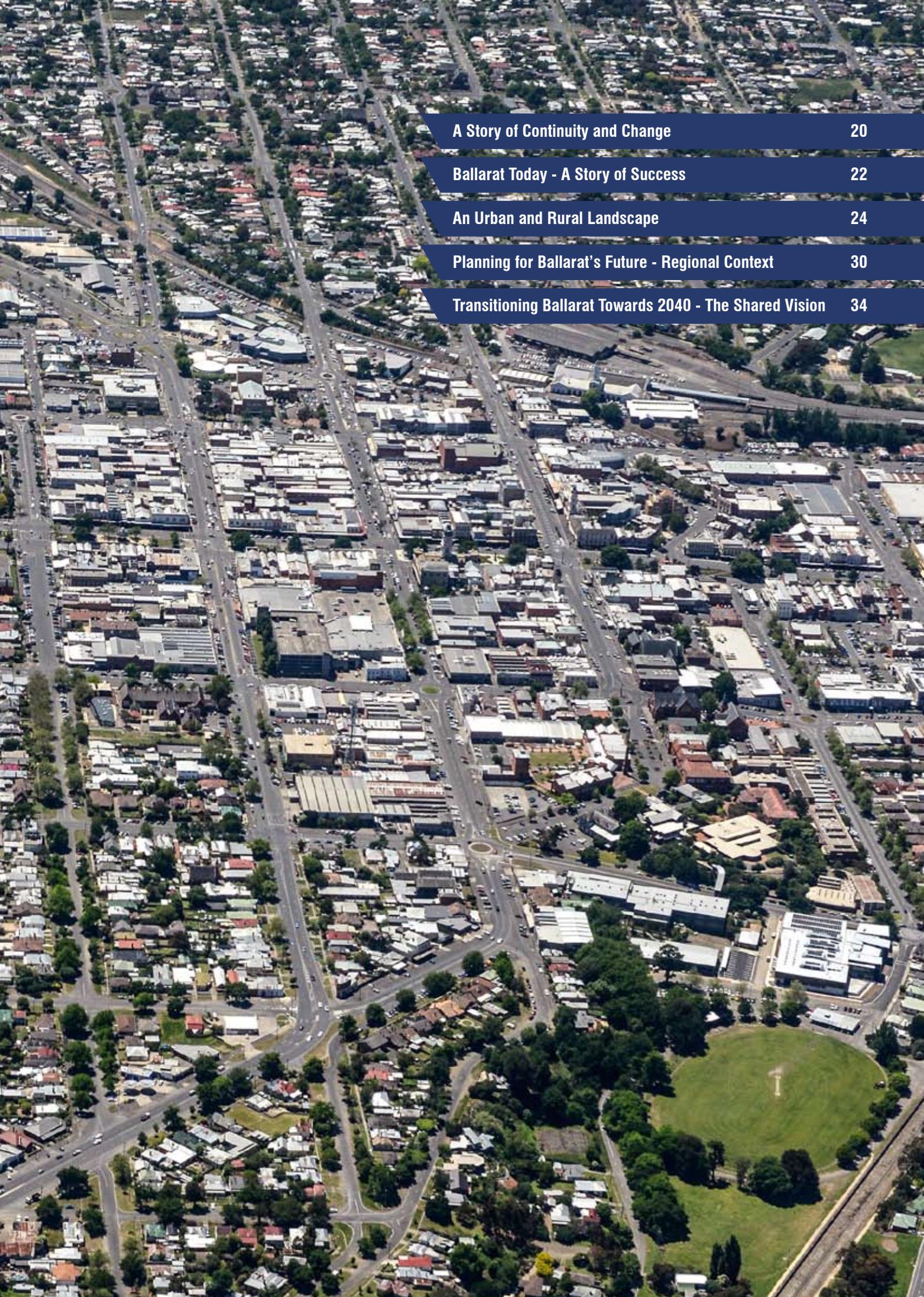


PART

A

The Need to Manage Change





A Story of Continuity and Change

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Ballarat Today - A Story of Success

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An Urban and Rural Landscape

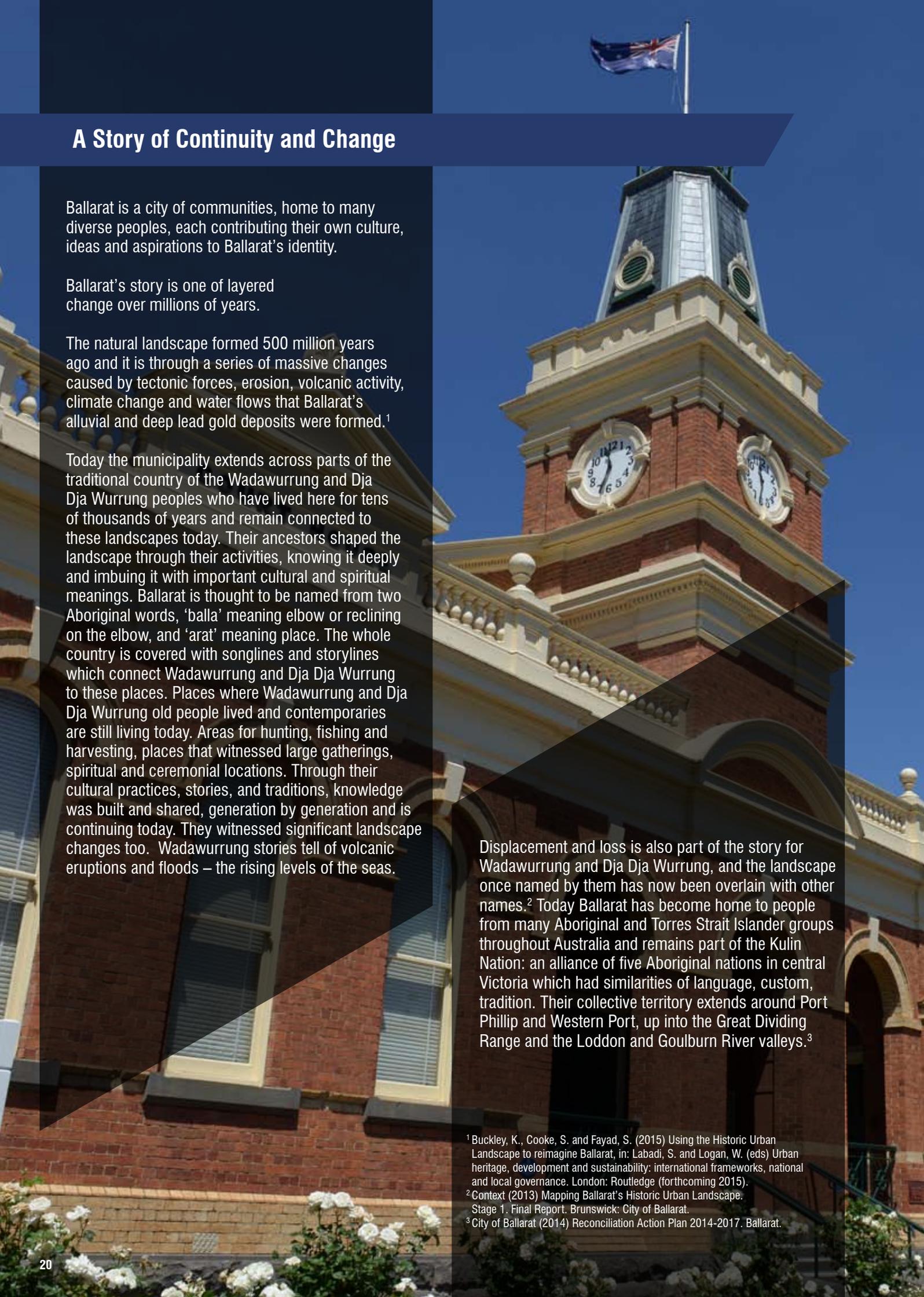
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A Story of Continuity and Change

Ballarat is a city of communities, home to many diverse peoples, each contributing their own culture, ideas and aspirations to Ballarat's identity.

Ballarat's story is one of layered change over millions of years.

The natural landscape formed 500 million years ago and it is through a series of massive changes caused by tectonic forces, erosion, volcanic activity, climate change and water flows that Ballarat's alluvial and deep lead gold deposits were formed.¹

Today the municipality extends across parts of the traditional country of the Wadawurrung and Dja Dja Wurrung peoples who have lived here for tens of thousands of years and remain connected to these landscapes today. Their ancestors shaped the landscape through their activities, knowing it deeply and imbuing it with important cultural and spiritual meanings. Ballarat is thought to be named from two Aboriginal words, 'balla' meaning elbow or reclining on the elbow, and 'arat' meaning place. The whole country is covered with songlines and storylines which connect Wadawurrung and Dja Dja Wurrung to these places. Places where Wadawurrung and Dja Dja Wurrung old people lived and contemporaries are still living today. Areas for hunting, fishing and harvesting, places that witnessed large gatherings, spiritual and ceremonial locations. Through their cultural practices, stories, and traditions, knowledge was built and shared, generation by generation and is continuing today. They witnessed significant landscape changes too. Wadawurrung stories tell of volcanic eruptions and floods – the rising levels of the seas.

Displacement and loss is also part of the story for Wadawurrung and Dja Dja Wurrung, and the landscape once named by them has now been overlain with other names.² Today Ballarat has become home to people from many Aboriginal and Torres Strait Islander groups throughout Australia and remains part of the Kulin Nation: an alliance of five Aboriginal nations in central Victoria which had similarities of language, custom, tradition. Their collective territory extends around Port Phillip and Western Port, up into the Great Dividing Range and the Loddon and Goulburn River valleys.³

¹ Buckley, K., Cooke, S. and Fayad, S. (2015) Using the Historic Urban Landscape to reimagine Ballarat, in: Labadi, S. and Logan, W. (eds) Urban heritage, development and sustainability: international frameworks, national and local governance. London: Routledge (forthcoming 2015).

² Context (2013) Mapping Ballarat's Historic Urban Landscape. Stage 1. Final Report. Brunswick: City of Ballarat.

³ City of Ballarat (2014) Reconciliation Action Plan 2014-2017. Ballarat.



Eugene von Guérard

- Born Austria 1811, worked in Australia 1852-81, died England 1901
- Warrenheip Hills near Ballarat 1854
- Oil on canvas
- 44.0 x 73.6 cm
- National Gallery of Victoria, Melbourne
- Purchased, 1977.

The occupation of country by settler peoples also brought significant change. The landscape today is dotted with the farms, small settlements, and towns which reflect these settler cultures, primarily those from the UK (English, Irish, Scottish, Welsh and Cornish), America, continental Europe (Italians) and China. But many of the best places to live and the easiest routes to travel reflect both Aboriginal and settler peoples.

Occupation of traditional lands of Aboriginal people started with graziers bringing in their stock and finding good pasture, water and home sites. Quickly the discovery of gold attracted other people from near and far, creating mining camps and reshaping the parts of the landscape and then mining deep. Aboriginal people played a key role in the goldrush period by providing the miners with food, shelter, clothing and knowledge, including in some instances the actual location of where to find the gold. Some of the Aboriginal values have been taken up by settlers and continue through to today. Out of the mines emerged the wealth of Ballarat, expressed in many of its fine public buildings, and still represented in place names, localities and a strong sense of community identity. The Aboriginal connection is still there – a lot of the places names are the original names that have been there for thousands of years, places like Buninyong, Ballarat and Burrumbeet Aboriginal language has been integrated into the language of today. Within Ballarat, local communities still retain and value their distinctiveness. As well, an extraordinary number of people across Australia are said to be able to trace their lineage to the early gold rush pioneers of Ballarat.

Ballarat's role as a regional centre started with gold but continued to be important well beyond the gold years. The arrival of the railway in 1862 connected Ballarat to the port at Geelong and radial lines to other towns. Ballarat's regional centre role is reflected in the number of institutions and schools that developed in Ballarat, and in a number of industries, making it the centre point of a wider landscape of community connections for over a century.

The settlement pattern visible in modern-day Ballarat represents a layering of time and people: a multitude of activities and lifestyles. However the discovery of gold in the 1850s has seen the greatest change with the urban landscape beginning to take shape with the establishment of local townships and

Ballarat itself emerging as a service centre to the diggings. The population of Ballarat has tended to mirror the peaks and troughs of economic conditions and the state of the labour market. Due largely to the gold rush, the population exploded, peaking at about 64,000 in 1868. During the 1870s other industries were established including woollen mills, flour mills, tanneries, boot-making enterprises, meat-preservation works, brick-making and breweries. When a recession hit the mining industry in 1870, the population declined significantly. However, the manufacturing industry and agricultural sector kept the economy afloat. The railway lines to Maryborough and Ararat were opened in 1875, enabling Ballarat to become a significant retail centre.

Throughout the twentieth century Ballarat prospered as a major administrative, manufacturing and commercial service centre. The population of Ballarat increased significantly again in the post-war years. Most of this growth was in the west and north, in suburbs such as Ballarat North and Wendouree. The City had a relatively stable population for much of the 1980s and early 1990s, but has grown strongly since the mid-1990s, due largely to substantial employment growth in service industries and expansion of core manufacturing (food processing) and agricultural industries. The population grew from about 76,000 in 1996 to around 100,000 in 2014.⁴ This population growth was most heavily concentrated in the inner north suburbs such as Alfredton, and areas south of the City Centre such as Delacombe. More recently, growth has also been in Lake Gardens, Miners Rest, Sebastopol and in the Ballarat West Growth Area.

As a regional centre, Ballarat's service catchment extends beyond its City borders and encompasses major retail, health and education facilities. People from surrounding rural areas, particularly to the west, are attracted to Ballarat for employment and education purposes as well as its significant history and lifestyle. Ballarat also attracts many people from the Melbourne metropolitan area, including families seeking more affordable housing with good access to employment opportunities and better lifestyle choices.⁵ People also come to Ballarat as visitors. Ballarat is a key tourism location in the distinctive Central Victorian Goldfields region.

*'Since the creation of this land Aboriginal people have adapted and changed to survive and grow with the land. Since the arrival of the early settlers that change has been significant and massive. Everyone has had to change. Modern society dictates that we must change. That adaptation and growth will continue until the land is no more.'*⁶

⁴ Source: Profile.id community profile.

⁵ Discussion in this section mainly sourced from: Context (2013) Mapping Ballarat's Historic Urban Landscape. Stage 1. Final Report.

⁶ Uncle Bryon Powell, Wadawurrung elder (2015)

Ballarat Today - A Story of Success

Ballarat today is a city with a legacy gifted by many people.⁷ The importance of this legacy was expressed through *Ballarat Imagine* demonstrating just how much Ballarat's character and lifestyle is loved by local communities and visitors alike.

Ballarat is also a story of success: after years of change it is still here and growing. Ballarat success has been built on many influences. Everywhere we look you can see and hear the changes that different cultures have brought to this land. It's only when people stop and think about those influences that you see the real picture that underlines and underpins the success of Ballarat.

Ballarat is a vibrant and prosperous regional Municipality. It encompasses an urban core, outlying townships and a large agricultural base across approximately 740 square km. The population in 2014 was approximately 100,000 people. It is forecast to grow to approximately 160,000 by 2040,⁸ making Ballarat one of Australia's fastest growing inland centres. Ballarat is also a significant source of jobs for regional Victoria.

There are shared boundaries, connections and relationships with Hepburn Shire to the north, Moorabool Shire to the east, Golden Plains Shire to the south, and Pyrenees Shire to the west. Ballarat's relative proximity to Melbourne, being just 110 kilometres to the west of the Capital, makes it a crucial part of the Victorian growth story.

The Growing Capital of Western Victoria

The Municipality lies at the gateway to Western Victoria and provides many of the services, connections and economic drivers to support a region of approximately 400,000 people. It is considered a 'regional capital' due to its economic size, location, strong population growth, and role in providing capital city functions in sectors such as health and education. These functions are spread across the urban area of Ballarat - expanding and better connecting these functions within the fabric of the city will be important moving forward.

⁷ Context (2013) Mapping Ballarat's Historic Urban Landscape. Stage 1. Final Report.

⁸ VIF 2014 - Estimated Resident Population (ERP) for Local Government Areas (LGAs), for each year from 2011 to 2031.

Transitioning Towards a More Knowledge and Services Based Economy

There are an estimated 40,000 jobs in Ballarat.⁹ These are spread across the Municipality, with nodes of employment in the CBD; Mount Helen (Technology Park and University); Health and Hospitals Precinct and in our industrial areas at Wendouree, Mitchell Park and Delacombe. As the manufacturing and agricultural sectors are experiencing significant restructuring and change, Ballarat is transitioning towards a focus on innovation: niche manufacturing, knowledge-sector employment and service provision, particularly in health and aged care, as well as creative industries. The transition to many of these new industry sectors is largely driving the city's current success and will be the foundations to prosperity over the medium to long-term.

Access to an Educated, Flexible and Productive Workforce

The number of low-skilled jobs in the Ballarat workforce has been decreasing over many years. Academic qualifications are critical to the future prosperity of the Ballarat workforce, so importantly there are many excellent schools and a number of major university and TAFE education centres for both domestic and international students with campuses in Ballarat. Although more than 90% of residents who work in Ballarat, live in Ballarat, improvements in technology and transport are enabling businesses to increasingly tap into the Melbourne and global labour forces for higher skilled, knowledge based sectors.

Highly Liveable Neighbourhoods and the Ballarat Lifestyle

Ballarat provides a high quality of life for residents and high amenity regional experience for visitors. It offers extremely affordable housing, high quality education, transport and community facilities in a safe and attractive setting. Health and environmental services are rapidly expanding to meet ongoing growth and change in the community. All areas of Ballarat have distinctive character, opportunities and lifestyle. Leafy historic suburbs, family focused suburbs, landscape interface areas, sporting and retail focused areas all reflect Ballarat's identity. Township and rural areas in non-urban settings have unique characteristics valued by the community and many visitors. It is the combinations of these components in urban and non-urban areas which create the culturally vibrant, accessible and highly liveable Municipality with options for living and working that are suitable for all parts of the community, at all life stages. They also create unique opportunities for those looking to invest in Ballarat.

A Reliable and Convenient Transport System

Fundamentally, Ballarat is well serviced by transport and easy to get around. It is served well by a system including passenger and rail freight connections with plans for new intermodal freight capabilities. The Western Freeway, an extensive network of local roads, an aerodrome, and extensive walking and cycling trails contribute to a convenient transport system. Ballarat is an important key strategic position at the centre of some of Victoria's most valued freight, tourist and commuter transport routes. The four main highways radiating from Ballarat - the Western, the Midland, the Glenelg and the Sunraysia - connect it to industrial centres such as Melbourne, Adelaide, Geelong and Portland; regional locations including Bendigo and Mildura; and agricultural areas in the Mallee and Wimmera. These road and rail connections support business, trade and investment.

An Internationally Recognised Tourism Destination

Ballarat is famous as a tourist destination, particularly because of its historic role as the site of the Eureka Stockade and the gold rush and the legacy that this history has left behind. Sovereign Hill, Museum of Australian Democracy at Eureka, Ballarat Wildlife Park and the Art Gallery of Ballarat are key attractors, among many. Increasingly, Ballarat is also attracting visitors for its: shopping; night life activities such as Blood on the Southern Cross; events calendar in the gardens; lakes and historic core; as the host of the Australian Road Racing Championships and the home of the Dr Blake Mysteries. Its historic buildings, architecture, parks and streetscapes continue to be a standout attraction. Increasingly, there is something on offer for the full range of visitor interests.

A Clean Environment and Valuable Natural Assets

Ballarat's wealth of landscape and environmental features are crucial contributors to its liveability. Set within a rural landscape, the environmental and natural assets of the Municipality are much loved by its residents. Despite significant impact during the gold-rush era, the landscape, lakes, rivers, unique geology and land features have shaped the Ballarat that exists today. The highly productive rural hinterland transitions into the urban areas through the extensive avenues and boulevards which connect many of Ballarat's key areas. Environmental assets provide a wealth of ecological, cultural and health and well-being benefits that are crucial to the Ballarat identity and future, and a major draw-card for people to live, work and visit the area.

⁹ City of Ballarat Economic Profile <http://www.economicprofile.com.au/ballarat/>

An Urban and Rural Landscape

Ballarat's success in many ways relates to its people, natural resources, distinctive rural and urban character, culture and lifestyle. To frame the future of 'Ballarat', it is important to recognise the current elements of the landscape that frame local identity and support our local culture and distinctiveness. It is also important to understand those elements that are highly valued by the Ballarat community.

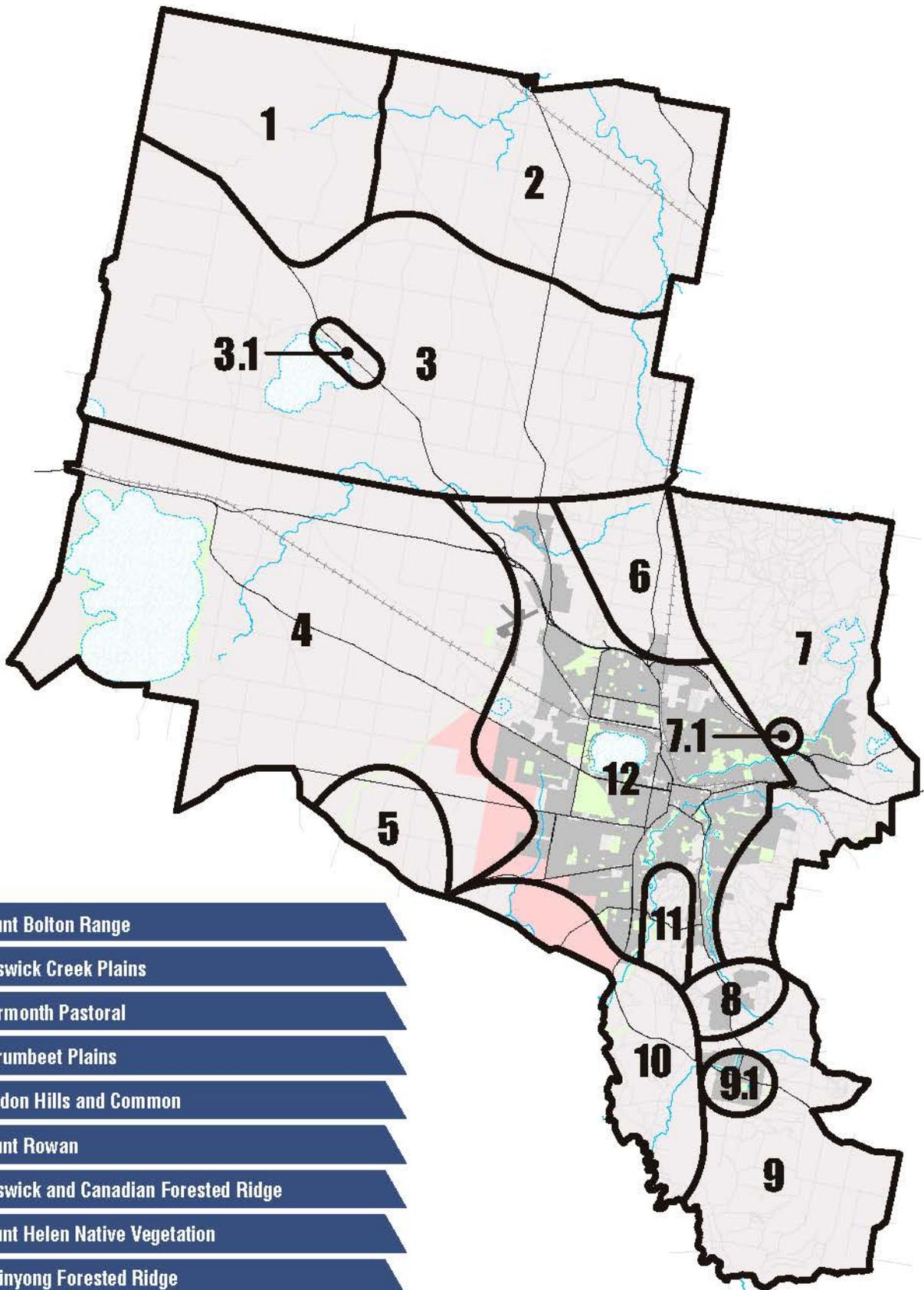
Approximately 90% of residents in the 'City of Ballarat' live in urban areas. These areas are expected to experience the greatest growth and change in population over the coming decades. However, the identity of 'Ballarat' is intrinsically linked to the concept that it is the combination of urban and rural areas which make this place special. Those living in non-urban areas benefit from better services, more jobs and an increasingly prosperous CBD, as urban residents benefit from vibrant and prosperous township and rural areas. The Ballarat Strategy is a land use plan for the whole Municipality, and acknowledges the differing needs, identities and aspirations of communities from various areas.

Places and communities in Ballarat have distinctive character. Each area demonstrates those things that the community told us they love and want to retain through *Ballarat Imagine*.¹⁰ This section is the first step in understanding these values and the particular landscape character of the many places in Ballarat. Individual people may group the features listed in this section differently, based on their own culture, experiences and values, but they are discussed here in response to those things identified by the Ballarat community in *Ballarat Imagine* and based on their initial recognition as part of the Historic Urban Landscape approach. Each person needs to look at the land through their own eyes to understand and appreciate the values of that landscape. It is the existence of these places and many of these features within the 'City of Ballarat' that helps make Ballarat so distinctive.



¹⁰ Discussion in this section sourced from: Context (2013) Mapping Ballarat's Historic Urban Landscape. Stage 1. Final Report.

Figure 1 Indicative Character Areas - Municipality of Ballarat



- 1 Mount Bolton Range
- 2 Creswick Creek Plains
- 3 Learmonth Pastoral
- 4 Burrumbeet Plains
- 5 Haddon Hills and Common
- 6 Mount Rowan
- 7 Creswick and Canadian Forested Ridge
- 8 Mount Helen Native Vegetation
- 9 Buninyong Forested Ridge
- 10 Bonshaw to Scotchman's Lead Mining Landscape
- 11 Mount Clear Goldfields
- 12 Ballarat Urban Core



1 Mount Bolton Range

The Mount Bolton Range forms a standout feature on the northern boundary of the Municipality of Ballarat. Through *Ballarat Imagine* we know the Ballarat community loves the history, landscape, views, bushland, native flora and fauna this area contains. The range is clothed largely with forest on the high ridges, with outcrops of granite boulders peppering the higher and steeper slopes. Large paddocks with a high proportion of rough grazing characterise the lower slopes, with remote properties served by a network of unmade tracks that circle the mountain range. Mount Bolton forms a discrete area with a distinct character to the surrounding rural landscapes of Learmonth and Creswick to the south and west. The area includes landscape features that outline the boundary between the Wadawurrung and the Dja Dja Wurrung.



2 Creswick Creek Plains

The Creswick Creek Plains form an area of flat, open pastoral land north of the Addington – Creswick Road. Through *Ballarat Imagine* we know the Ballarat community loves the history, landscape, rural feel and views demonstrated in this area. The general character of this landscape continues northward over the Municipal boundary towards the settlement of Clunes, where evidence of former gold mining activity becomes more prevalent. The area includes landscape features that outline the boundary between the Wadawurrung and the Dja Dja Wurrung.



3 Learmonth Pastoral

Learmonth Pastoral forms an extensive agricultural area with standout conical hills creating an exceptional feature in the otherwise low-lying landscape. Through *Ballarat Imagine* we know the Ballarat community loves the history and heritage, tree avenues, parks, gardens and lakes, landscape, views, bushland, native flora and fauna demonstrated in this area. The historic township of Learmonth with its 19th century buildings and established exotic trees, parks and gardens stands at the centre of this well managed pastoral landscape (area 3.1). The area includes landscape features that outline the boundary between the Wadawurrung and Dja Dja Wurrung.



4 Burrumbeet Plains

This is a very flat, largely pastoral area which extends westwards from Ballarat along the basalt plain. Through *Ballarat Imagine* we know the Ballarat community loves history, lakes, landscape, bushland, views, native flora and fauna, like those demonstrated in this area. Lake Burrumbeet forms an extensive and exceptional water feature within the landscape and is culturally important. The township of Burrumbeet is an important cultural and historical marker. Cardigan Village is an urban pocket within this rural landscape, and the Ballarat West Growth Areas is a key development change on this area's eastern most fringes.



5 Haddon Hills and Common

Forming a discrete area of largely forested, low rolling hills, Haddon Hills and Common provides a distinct feature on the horizon from the surrounding flat open plains to the north and west. Through *Ballarat Imagine* we know the Ballarat community loves history, landscape, views, bushland, native flora and fauna, like those which exist in this area. An area of former gold mining, Haddon Common straddles the border of Ballarat and neighbouring Golden Plains.



6 Mount Rowan

Situated between Miners Rest and the high ground of Creswick Forest, Mount Rowan forms a small but distinct landscape characterised by a mix of land uses, including small scale pasture, potato fields and horse stables. Through *Ballarat Imagine* we know the Ballarat community loves history, landscape and views, like those which exist in this area. Rural living residential development has occurred on the foothill slopes of Mount Rowan itself and along the lower forested slopes of Creswick Forest.



7 Creswick and Canadian Forested Ridge

The Creswick and Canadian Forested Ridge is a broad area of continuous and elevated forest cover which stretches a considerable distance from Creswick in the north to Mount Helen and Buninyong in the south. Through *Ballarat Imagine* we know the Ballarat community loves landscape, views, bushland, native flora and fauna, accessible trails, parks and open space and history, like those demonstrated here. In particular, the community told us they love Canadian Forest. This area forms part of an extensive forested ridge defining the eastern boundary of the municipality and visually links with the much larger forest area of Enfield State Park to the south. The area includes the historic township of Little Bendigo (area 7.1) and White Swan and Gong Gong reservoirs.



8 Mount Helen Native Vegetation

The locality of Mount Helen forms a discrete area of native forest, open paddocks, residential and commercial development. It is the location of the University of Ballarat campus and the adjacent Ballarat Technology Park. The native vegetation frames and encloses the settlement areas and forms a bridge between the forested ridge of Canadian Forest and the Buninyong forest to the south. Through *Ballarat Imagine* we know the Ballarat community loves history, landscape, views, bushland, native flora and fauna, accessible trails, parks and open spaces, like those which exist in this area. The community also told us how important the University of Ballarat (now Federation University Australia) is to them.



9 Buninyong Forested Ridge

An elevated, largely forested area in the south of the municipality dominated by Mount Buninyong and centred on the early historic township of Buninyong (area 9.1). Through *Ballarat Imagine* we know the Ballarat community loves the history and heritage, landscape, views, bushland, native flora and fauna, accessible trails, parks and open spaces demonstrated in this area. The area includes rural residential areas and good pasture land, which becomes more prevalent on the lower eastern and western slopes.



10 Bonshaw to Scotchman's Lead Mining Landscape

The Bonshaw to Scotchman's Lead Mining Landscape forms the south eastern boundary of the Municipality and in many ways shares its landscape character with neighbouring Golden Plains, particularly along the Yarrowee River corridor. Now a predominantly pastoral and rural living area, its landscape nevertheless features many hints of past gold mining activity. Through *Ballarat Imagine* we know the Ballarat community loves landscape, views, bushland, native flora and fauna, as demonstrated in this area. They also told us they love the Yarrowee Trail.



11 Mount Clear Goldfields

The Mount Clear Goldfields forms a large open area occupying the Yarrowee River corridor between the residential areas of Sebastopol on the basalt plateau to the west and the built up areas of Mount Clear and Canadian Valley to the east. Close to the city centre, this largely disturbed landscape has been reclaimed for forestry and utilised for public utilities including refuse tips and water treatment plants. It is the location for Ballarat's remaining gold mine currently in operation. Through *Ballarat Imagine* we know the Ballarat community loves the landscape, views, native flora and fauna like those which exist in this area. The Ballarat community also loves the Yarrowee Trail.



12 Ballarat Urban Core

Within the urban area of Ballarat, there are unique areas which share character, history and identity forged and developed over the lifetime of the city. These identities are not bound by administrative boundaries such as suburbs or wards, but rather represent Ballarat's historic urban landscape at their foundation. Each of these urban sub-regions has characteristics which make them distinctive. Ballarat's community has also told us how valued many of these characteristics are through *Ballarat Imagine*. Each of the urban sub-regions, listed in the following pages, have distinct and recognisable features in the landscape.

➤ See **Appendix 2** on page 258 for detail of the Sub-regions within the Ballarat Urban Core

Planning for Ballarat's Future - Regional Context

The Central Highlands Regional Growth Plan was developed in 2014 and is one of eight regional growth plans prepared across Victoria.¹¹ This plan provides broad direction for the Ballarat Strategy ensuring that Ballarat's long-term plans consider the broader regional direction. Through the process of developing the Ballarat Strategy with the Ballarat community, the regional growth plan's recommendations have been tested and further developed. Strategic planning for the future requires not only looking at infrastructure and location but should also take into account the liveability and local values of an area

The Central Highlands Regional Growth Plan outlines the vision for the future of the Central Highlands region to 2030 and beyond to be a productive, sustainable and liveable region for its people.

A set of regional planning principles were established to guide growth and change in the Central Highlands region:

- Population growth should be planned in sustainable locations throughout the region
- The region's economy should be strengthened so that it is more diversified and resilient
- The region should capitalise on its close links with other regions and cities
- The development of sustainable and vibrant communities should be supported by enhancing the level of access to key services
- Land use patterns, developments and infrastructure should make the region more self-reliant and sustainable
- Planning for growth should be integrated with the provision of infrastructure
- The region's land, soil, water and biodiversity should be managed, protected and enhanced
- Long-term agricultural productivity should be supported
- The importance of cultural heritage and landscapes as economic and community assets should be recognised.

The Central Highlands region has three distinct parts, each with its own particular issues and opportunities:

- Ballarat, which as the largest city influences development and growth in its hinterland
- The eastern area, which is within Melbourne's peri-urban hinterland, has particular population growth pressures around areas with significant landscapes, agricultural, waterways and other environmental assets. Many residents in this area commute to Melbourne for employment and to access higher order services
- The western area, predominantly comprising rural areas and established settlements, with relatively low population growth.

The Western Highway and Melbourne-Adelaide railway corridors (via Ararat) are key east-west transport assets providing links across the region to major centres.

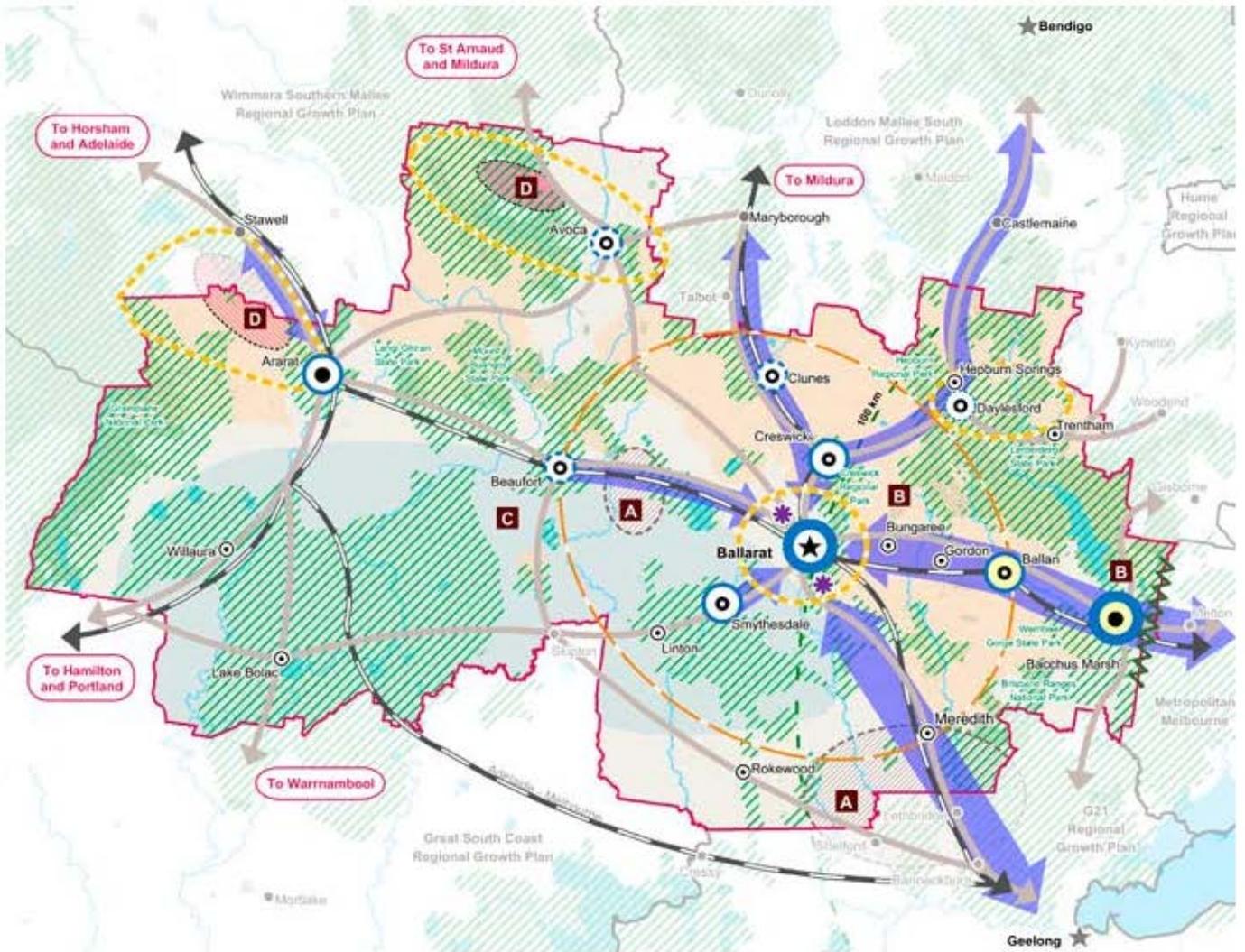
The region contains highly productive agricultural and horticultural land used for broadacre grazing and cropping with some areas of intensive agriculture, including horticulture, viticulture and poultry.

The region's rich goldmining history, Aboriginal cultural heritage and diverse landscapes attract many visitors and residents. Environmental features include the Grampians National Park at the western end of the region and forests along the Great Dividing Range that make up a large proportion of the north-eastern parts of the region. Environmental assets in the region support industries such as agriculture and nature based tourism, supply urban water needs and provide important habitat for flora and fauna.

The estimated population of the Central Highlands region in 2011 was approximately 169,300 people (Victoria in Future 2012). Ballarat is the dominant settlement and provides higher order services and employment to a wide hinterland area. There are also a number of larger towns providing services to their surrounding districts, including Ararat, Bacchus Marsh and Daylesford and a range of smaller settlements. Bacchus Marsh also has strong links to Melbourne.

¹¹ Regional Development Victoria website: <http://www.rdv.vic.gov.au/victorian-regions/grampians/central-highlands>

Figure 2 Regional Overview



- ★ Ballarat - Regional city
- Regional centre
- Town
- Small town
- ★ Regional city external to the region
- Settlement external to the region
- Major growth
- Medium growth
- Support sustainable change
- Contain growth
- Designated identified growth centre in Plan Melbourne
- ⚡ Settlement break

Economic Development

- ★ Regional employment assets in Ballarat
- Key tourism precinct
- A Intensive agriculture
- B Horticulture
- C Broadacre cropping and grazing
- D Viticulture

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Melbourne and Ballarat Hinterlands

- Areas within 100 km of central Melbourne
- Ballarat hinterland

Connectivity

- ➡ Key relationship
- ➡ Key road corridor
- ➡ Key rail corridor

Environment

- ▨ Areas containing high value terrestrial habitat
- ▨ Declared water supply catchment
- Public land
- Lakes and wetlands
- Rivers

Ballarat - Regional City

Reinforce the role of Ballarat as the main centre for regional growth, services and employment. Focus major growth to the west. Support the development of major regional facilities and encourage development of the Central Business District as a vibrant alternative to Melbourne.

Source: Central Highlands Regional Growth Plan 2014.

See Appendix 3 on page 264 for more information on the Regional Growth Plan

Key Challenges

Developing Ballarat as a true regional capital builds upon the inherent strength of Ballarat and the region, leveraging its role as a regional employment hub, while tackling the challenges of achieving productive and beneficial balanced growth. However, to function and thrive as a sustainable regional capital city and a viable destination for increased population growth, Ballarat must address a number of challenges.

These challenges include:



Population Growth and Housing Supply

Ballarat is positioned amongst the top five growth areas in regional Victoria, with the population projected to increase by 60% to 160,000 by 2040. As the population grows, the demographics of the community and family structures are both forecast to change. Supporting a diversity of housing stock is required to cater for these changes.

Efficient and Effective Long Term Planning for New Growth Areas and Convenience Areas – surety will need to be provided to the development industry and community in order to achieve the shared vision for Ballarat in 2040.



Economic Transformation and Jobs

The future requires a well-planned city structure to improve productivity and competitiveness in both existing and future employment sectors and generate the future jobs a growing population requires.

Crucial Opportunity for CBD Revitalisation – A cultural and policy shift to increase residential living and development in the CBD is a crucial enabler to improving the viability of frequent public transport services, business, cultural and entertainment activity, and growth in the walking economy.

Major Employment Areas – specific local planning for major employment areas is required to provide a competitive advantage for Ballarat in the labour and business markets.



More Productive Use of Resources – a sustainable future means that we need to find a balanced approach to key resource use, with a renewed focus on energy and waste.

Development of Regional Health and Education – this is required to adequately support an ageing population and changes in the labour market.

Ongoing Support for World-Class Events and Culture – resulting in wide-ranging community benefits. There is a need to identify new urban renewal, precinct redevelopment, and sporting and cultural initiatives.



Liveability and Community

There is a need to prioritise 'liveability' that reflects the quality and amenity of the built and natural environments and economic prosperity, including acting on recognised health issues present in the community.

Urban Design and Image – As new development occurs, a cohesive and progressive focus on high quality urban design and public amenity is needed to allow Ballarat to achieve the shared vision identified in the Ballarat Imagine.

Crime and Safety – particular crime rates including crime against the person and property, family violence and child victims of crime need to be addressed within Ballarat. However reported feeling of safety is relatively high.

Cultural Diversity – 8.6% of Ballarat residents were born overseas and 4.5% of Ballarat residents are from countries where English is not the first language.



Infrastructure

As the population increases and ages, maximising the value extracted from existing and new infrastructure will be crucial. Critically there is a gap between infrastructure costs and rate revenue.



Transport

Council faces a substantial gap between costs and rates revenue. Infrastructure costs of servicing new communities include both upfront and ongoing costs.

Transport – It is an important challenge to change the mode-share away from being so heavily reliant on private car trips. Trend growth is not an option as the number of parking spaces required for 60,000 more people to drive themselves to work is not feasible in Ballarat, nor will it be an attractive or convenient option for many people. More transport options will enable a larger, older and more diverse community to move more easily and conveniently across the municipality.



Natural and Cultural Environment

Better recognition, management and support for the natural and cultural environment is required to maintain the highly valued ‘Ballarat lifestyle.’

Open Space – As more people move into both established and new residential areas, the distribution and diversity of open space will be a significant challenge.

Balancing Growth with Ballarat’s Highly Valued Historic Urban Landscape – The challenge of new development, growth and change in historic cities requires new innovative approaches to integrate conservation and social and economic goals.

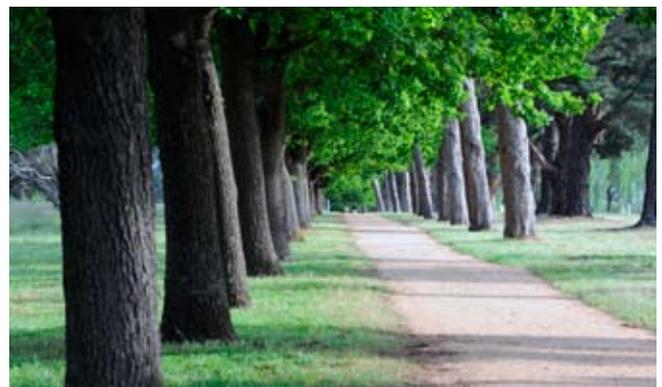
Biodiversity – The natural resources of the municipality have been compromised by the historic land uses and subsequent urban development. There is a need to undertake a proper assessment of how best to manage remnant areas for biodiversity conservation, as they may or may not offer viable biodiversity opportunities.

Townships – Townships face specific local challenges, and require local planning to sustain their futures. Rural Areas – Targeted planning controls are required to protect agricultural land for farming and support the multi-generational viability of agriculture in the Central Highlands Region into the future.



A Changing Climate

Australia’s per capita production rate of greenhouse gases is one of the highest in the world. It is estimated that by improving the way we design, build and live, Victorian’s could save at least 50% of the energy that we use. As part of being an informed community, Ballarat needs to play its part by moderating its contribution to climate change/ reducing carbon emissions, and work to become more resilient to climate change impacts.



See **Appendix 4** on page 266 for the Snapshot of Current Planning Challenges

Transitioning Ballarat Towards 2040 - The Shared Vision

The input from Ballarat's biggest-ever community conversation, *Ballarat Imagine*, led to the development of 'Our Vision for 2040' which outlines what the community values about Ballarat now, the collective hopes for Ballarat's future (the vision), and how we are going to achieve the vision (the key principles). The community's vision guides the Ballarat Strategy. It is fundamental to our approach to managing future change and guiding new growth in Ballarat.

The vision is for a '*greener, more vibrant and connected Ballarat*'

Which means, in 2040 Ballarat will be:

- A successful community that has built its future on its beautiful city and great lifestyle
- A proud community that has retained its unique sense of identity
- A desirable city that we love to live and work in, with excellent facilities and services
- A friendly city where the sense of community is a daily cornerstone of our life
- A healthy and safe community that supports and values its residents.



Our collective vision for Ballarat will be achieved through applying five key principles. The first four principles are based on feedback received through Ballarat Imagine and the fifth covers City of Ballarat's role in achieving the vision

These guiding principles underpin all concepts, policy directions and initiatives in the Ballarat Strategy.

Principle 1 Our Beautiful and Unique City

- **Protect our unique heritage – buildings, streetscapes, collections and traditions**
- **Keep Lake Wendouree and the Botanical Gardens a centre of community life**
- **Make our green city of parks, street trees and bushland even greener**
- **Bring more activity and life to our beautiful CBD**
- **Maintain our sense of identity**
- **Support Ballarat as a place with a proud heritage, reflected in its buildings, streetscapes and living history – all of which showcases its innovation and creativity.**

Principle 2 Ballarat's Quality of Life – A Great Mix of City and Country

- **Keep our city friendly with a strong sense of community**
- **Build on growth to bring even better facilities, services and events**
- **Keep Ballarat a city that is easy to get around**
- **Improve the amenity of the whole city.**

Principle 3 Sustainable Growth that Benefits our Community

- **Build on Ballarat's unique economic strengths – our beautiful city, our lifestyle and our place in the region**
- **Encourage jobs growth that brings prosperity to the whole community**
- **Provide housing for a growing and changing population**
- **Support Ballarat as a vibrant, exciting and friendly place that attracts visitors, residents, shoppers, students, artists and business investment.**

Principle 4 A Healthy, Safe Community

- **Build a healthier community**
- **Improve our community's safety**
- **Address the underlying issues behind poor health and safety**
- **Plan for Ballarat to be cohesive and accessible by people of all abilities and ages, by all transport modes.**

Principle 5 Council Leadership in Achieving our Vision

- **Carefully manage growth**
- **Actively seek government and business investment in our city**
- **Carefully manage the impacts of change**
- **Provide leadership in the community.**

 See **Appendix 5** on page 270 for more information on the Shared Vision

PART

B

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Create a structure for the city to grow investment, jobs, innovation and productivity.



SECTION



Productive Ballarat



Productive Ballarat

The Australian economy undergoes constant change. A century ago, our economy was defined by the prosperity and wealth created from wool production and other primary industries. As a nation, we have witnessed the gradual transition to suburban jobs in manufacturing following the conclusion of World War II. Western Victoria has followed this trend. For Ballarat, it was a shift from the enormous farming wealth of the wool boom towards increasing numbers of textile and manufacturing jobs in businesses such as the Lucas textile mill in Ballarat's outer west.

The current economic shift in Ballarat is again mirroring the trend at the national level,¹² this time towards higher value knowledge sector jobs, advanced manufacturing, and health services. Land use planning needs to continue to support the current economy, with flexibility to support ongoing economic growth in the face of changing circumstances.

This section of the Ballarat Strategy identifies the key policy directions and initiatives to underpin the economic growth and development of the city towards 2040. It provides land use guidance to support the objectives and aspirations of the Ballarat Economic Strategy 2015 – 2019. Land use decisions can make a big difference to economic potential.

¹² Ballarat Economic Strategy 2015-2019

The Plan for Change Towards 2040

Economic Growth

Plan for a City Structure which Supports Growth and Productivity

- 1.1 – Recognise regionally significant economic precincts in the Ballarat Planning Scheme and commit to local area planning for each to determine their long-term future
- 1.2 – Facilitate jobs growth through local area planning for each regionally significant economic precinct
- 1.3 – Work with schools and universities to expand and better integrate their campuses with the urban fabric

Support Growth and Diversity of Development in Local Centres

- 1.4 – Support improved vibrancy and vitality in local activity centres by continuing to implement the Ballarat Activity Centres Strategy
- 1.5 – Undertake structure planning for local activity centres, to maximise their ability to develop and diversify

Establish an Urban Renewal Investment Pipeline

- 1.6 – Pursue urban renewal in key locations

Activate the CBD as a Vibrant Destination for Working and Living

- 1.7 – Accelerate implementation of Making Ballarat Central: The CBD Strategy
- 1.8 – Revitalise the CBD and encourage inner city housing
- 1.9 – Facilitate activation of streets, laneways and public spaces
- 1.10 – Encourage night-time, out of hours and out of season activation of the CBD's public spaces through arts, culture, events and illumination
- 1.11 – Establish a co-working hub to generate new opportunities for innovation and business development

Industry

Deliver the Ballarat West Employment Zone as a Key Regional Employment Growth Area

- 1.12 – Continue to work in partnership with the Victorian Government to deliver the Ballarat West Employment Zone

Plan for Industrial Land in Appropriate Locations

- 1.13 – Protect key industrial land from encroachment by sensitive uses and support its growth through infrastructure and transport
- 1.14 – Support the transition of constrained industrial areas to less intensive uses where the long-term viability of industrial use has been compromised

Streamline Planning Processes for Development Applications in Key Employment Areas

- 1.15 – Continue to streamline planning processes to reduce wait times and increase certainty regarding applications

Development Infrastructure

Leverage City Shaping and Local Scale Infrastructure

- 1.16 – Monitor civil infrastructure capacity and support service authorities to expand where required
- 1.17 – Make land use decisions which best utilise existing infrastructure and minimise the cost burden of servicing new development areas
- 1.18 – Advocate and collaborate for delivery of key regional infrastructure priorities

Tourism

Achieve a Higher Quality Visitor Experience to Ballarat, its Culture and Key Sites

- 1.19 – Improve the visitor experience to Ballarat by upgrading key access corridors and providing better information about our key tourism assets
- 1.20 – Improve the transport options and travel experience between key tourism sites
- 1.21 – Improve the visitor experience in the precinct surrounding Sovereign Hill

Township Areas

Empower and Support Rural and Township Communities

- 1.22 – Actively engage with township communities to develop and then implement a long-term community vision
- 1.23 – Undertake local area planning for townships to support growth and development whilst protecting local values
- 1.24 – Continue to support local communities to generate opportunity and employment in township areas
- 1.25 – Better connect township areas so people, skills, knowledge and opportunity can move more freely

Economic Growth

Land use planning and decision-making can have a big influence over economic growth.

A well planned Ballarat will be less expensive to maintain, more vibrant and therefore attractive to businesses and visitors and have higher land values in higher amenity spaces. Higher land values can encourage renewal and adaptive reuse of sites in important areas.

Clarity around Ballarat's long-term policy direction for growth and change towards 2040 will provide a level of certainty for new investors, existing businesses, regional communities and local residents as to what types of development they might expect in their area. It will similarly identify opportunities, new markets and new precincts which are identified and supported for change and renewal.

Given the forecast future structure of the economy, it is considered Ballarat will be best served by encouraging development in the CBD and building upon the competitive advantages of existing precincts.



Plan for a City Structure which Supports Growth and Productivity



Initiative 1.1 – Recognise regionally significant economic precincts in the Ballarat Planning Scheme and commit to local area planning for each to determine their long-term future

Areas including Sovereign Hill, Lake Wendouree, Victoria Park, Federation University Australia and the Technology Park at Mount Helen are regionally significant. They are at a scale and fulfil a role important to the 400,000 people living in Western Victoria. They also support Ballarat's position of offering Capital City scale services. However, many of these regionally significant precincts are not currently recognised in the Ballarat Planning Scheme.

Ballarat Strategy proposes to formally recognise a structure for the city which designates the major industrial, business, commercial and tourist precincts as Regionally Significant Precincts (RSPs). This recognition will help prioritise decision-making to support jobs growth and business efficiency in these key precincts. The new structure will also recognise priority areas for shared infrastructure support, as is currently planned for Ballarat West.

The hierarchy of regionally significant precincts will be embedded in the Ballarat Planning Scheme. The new spatial framework for Ballarat has been adapted from the State Government's approach to Plan Melbourne, to suit a regionally specific context. It identifies the Ballarat CBD as the Regional Activity Centre and focuses attention on key regionally significant employment clusters, health and education precincts, tourism, arts and cultural clusters, transport gateways and industrial precincts. It extends, rather than replaces, the existing activity centres hierarchy identified in the Ballarat Activity Centres Strategy, which already provides long-term guidance for the development and support of retail-based local shopping centres.

Note: Many locally significant centres, sites, businesses and industries are extremely important to Ballarat, but have not been separately listed. The Ballarat Strategy seeks to support these places through the fundamentals of good strategic land use planning, outlined throughout the Strategy.

Table 1 - Summary of Regionally Significant Precincts for Ballarat in 2040

Regional Activity Centre	Employment Cluster	Health Cluster	Education Cluster
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Strategic Direction

Encourage significant new mixed use development in the CBD which supports knowledge sector and retail employment opportunities, more inner city living and street level and out of hours activation.

[This type of development, sympathetic with important heritage character and streetscapes of the CBD, will increasingly become the driver of Ballarat’s economic transition, productivity, vitality and economic identity]

Expand and diversify technology and innovation sector jobs, leveraging off the established Ballarat Technology Park Mount Helen campus.

[Improved integration of the Technology Park with surrounding land uses, offers greater ability for the cluster to contribute to a town or community centre servicing the University and surrounding neighbourhoods. Higher amenity environments could further support the attraction and retention of workers to the site. Expansion and diversification at Mount Helen could support critically important innovation off-shoot opportunities at the CBD campus in Camp Street]

Improve health provision for Ballarat and Western Victoria through ongoing development of a vibrant cluster of health and education institutions and services.

[Hosting large numbers of highly skilled and high value jobs, accessed by large numbers of the community, these areas tend to spawn significant ancillary business and services activity, and accommodation. This type of centre offers the potential to be an important anchor for high-frequency public transport]

Facilitate ongoing expansion of high quality education services for Ballarat and Western Victoria through being responsive to the individual needs and aspirations of schools and tertiary institutions.

[Education is the foundation for innovation. Schools and institutions are crucial parts of the urban fabric, and can service dual roles of education and acting as hubs of community life and activity. Many are limited by space, and opportunities need to be explored for expansion within established areas]

Existing

- Ballarat CBD (Includes Regional Education Precinct)
- Includes Regional Tourism and Recreation Precinct

- Ballarat Technology Park / Federation University Australia Mount Helen Campus

- Mair Street Medical Precinct

- Federation University Australia (Mount Helen Campus)
- Sturt Street education cluster, including Australian Catholic University, University of Melbourne, Ballarat Specialist School and a number of primary and secondary schools

Future / Emerging

- Wendouree (currently locally significant)
- Glenelg Highway (Proposed Major Activity Centre for Ballarat West)

- CBD Technology Park (Camp Street)

- Howitt Street Medical Precinct

- Ballarat as a whole is a key regional centre for education and schooling excellence

Continued on page 45

Tourism, Cultural and Recreational Precinct

Sports and Entertainment Precinct

Transport Gateway

Industrial Precinct

Strategic Direction

Improve the visitor experience to Ballarat by improving the public realm, better connecting key sites and the CBD, and supporting the growth in ancillary businesses such as accommodation, retail, food and entertainment in locations visible and highly accessible to tourists. Better activate key recreational precincts for both passive and active recreation.

Establish the Eureka Stadium precinct as a regionally significant destination for local, national and international sporting and entertainment events.

[Given the proximity of the current sports precinct to the railway line and Selkirk Bricks urban renewal precinct, there is significant potential for the sporting component to form part of a much wider destination precinct]

To maximise the efficiency of passenger, freight, knowledge and commodity transfers between Ballarat and key destinations and markets.

[These gateways are critical economic and social access points. Ancillary land uses will be strongly encouraged at and around these gateways, whilst being protected from incompatible land uses]

Ensure industrial land is serviced, accessible and protected from encroachment so it can continue to support high-emplying industrial businesses, which are critical to jobs in the Ballarat.

[Regionally significant infrastructure already services key industrial precincts. Ongoing investment in infrastructure is planned as part of BWEZ]

Existing

- Eureka Heritage Precinct (including Sovereign Hill and M.A.D.E)
- Lakes and Gardens Precinct (including Lake Wendouree, Botanical Gardens, Arch of Victory and Victoria Park);
- Ballarat Heritage and Arts Precinct (based in and around the CBD);

- Eureka Stadium Precinct

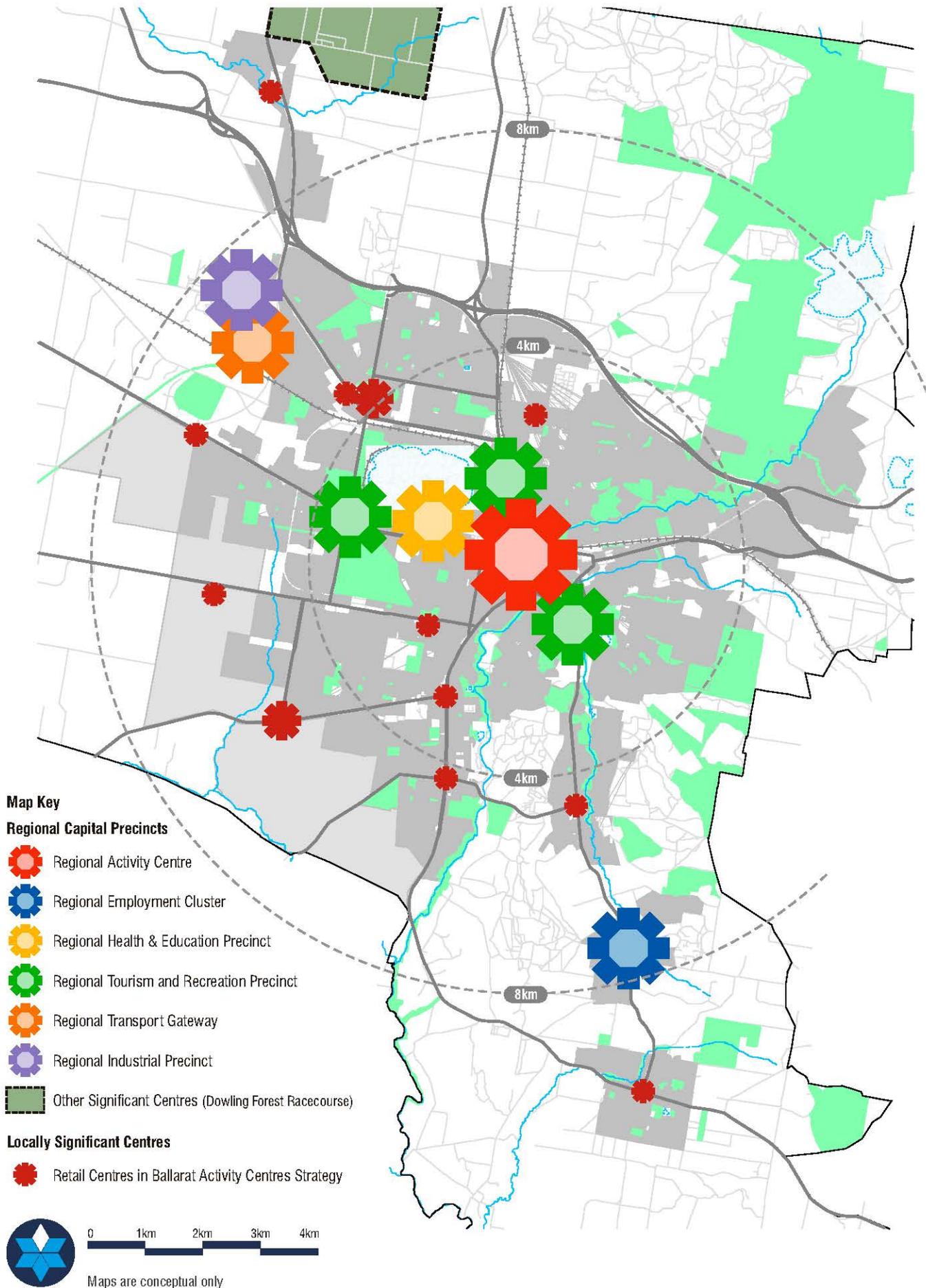
- Ballarat Station
- Wendouree Station

- Ballarat West Employment Zone

Future / Emerging

- Ballarat West Freight Hub
- Warrenheip Station (subject to feasibility and significant land use change)
- Eureka Precinct Station (for major events)

Figure 3 Regionally Significant Precincts



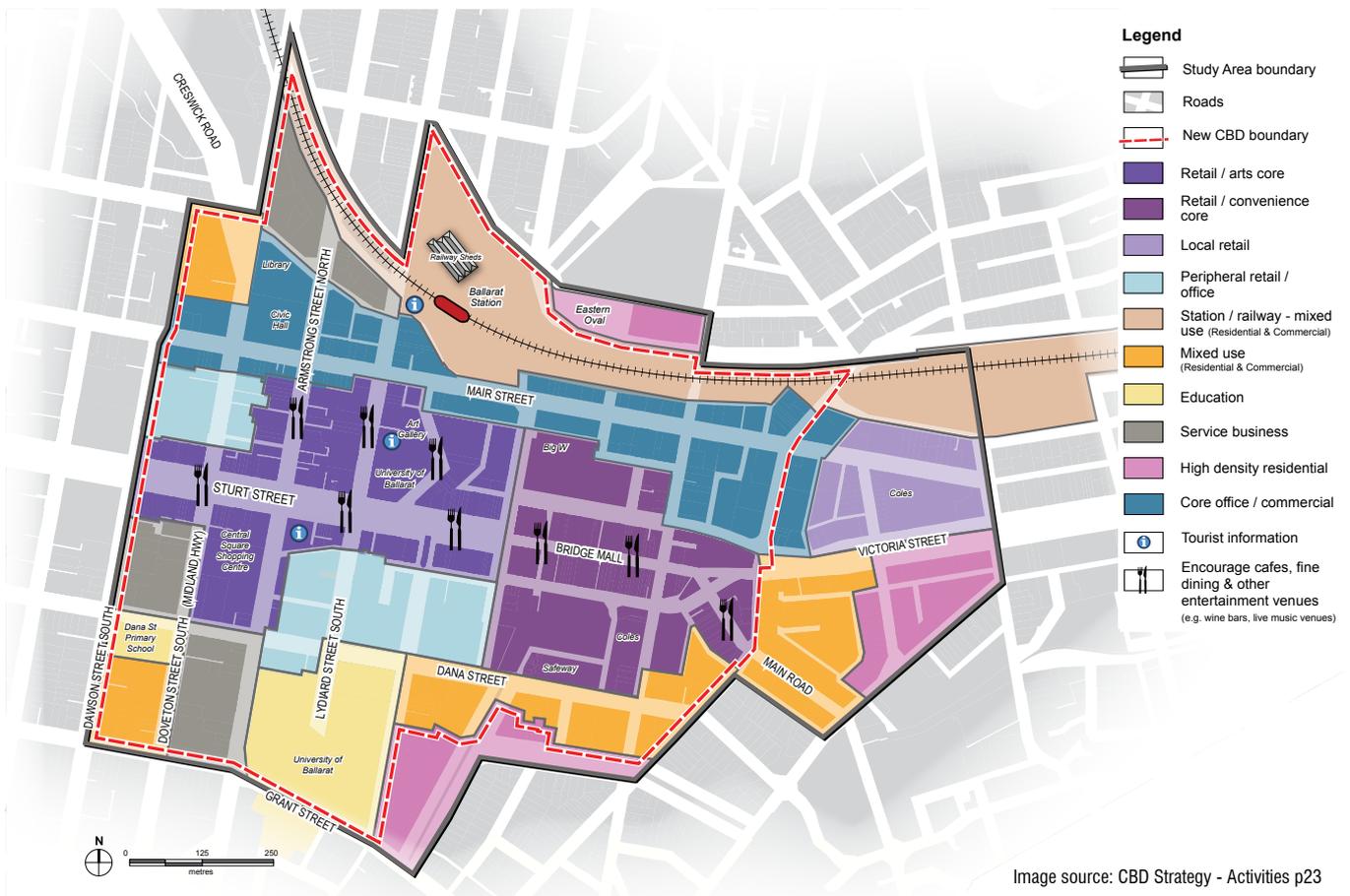
Initiative 1.2 – Facilitate jobs growth through local area planning for each regionally significant economic precinct

Following the adoption of the Regionally Significant Precincts framework, Council will collaborate with key business, industry, government and community partners to undertake integrated local planning for each precinct. Local area plans will have the express purpose of facilitating the growth and development of key job and economic generators in these locations. It will consider precinct boundaries and interface issues, local infrastructure needs, appropriate land use controls, key opportunities and constraints, and develop a community vision for how development should be pursued.

Infrastructure investment is also critical for accelerating jobs growth in each precinct. Each local plan will identify the specific enabling infrastructure required to facilitate investment and employment growth in that area. Opportunities for partnership or external funding opportunities will be identified in Council’s Regional Capital Plan.

An outline of the regionally significant precincts, and their existing identified strengths and opportunities follows. These outlines do not pre-empt the boundaries nor content which may ultimately form part of respective local area plans.

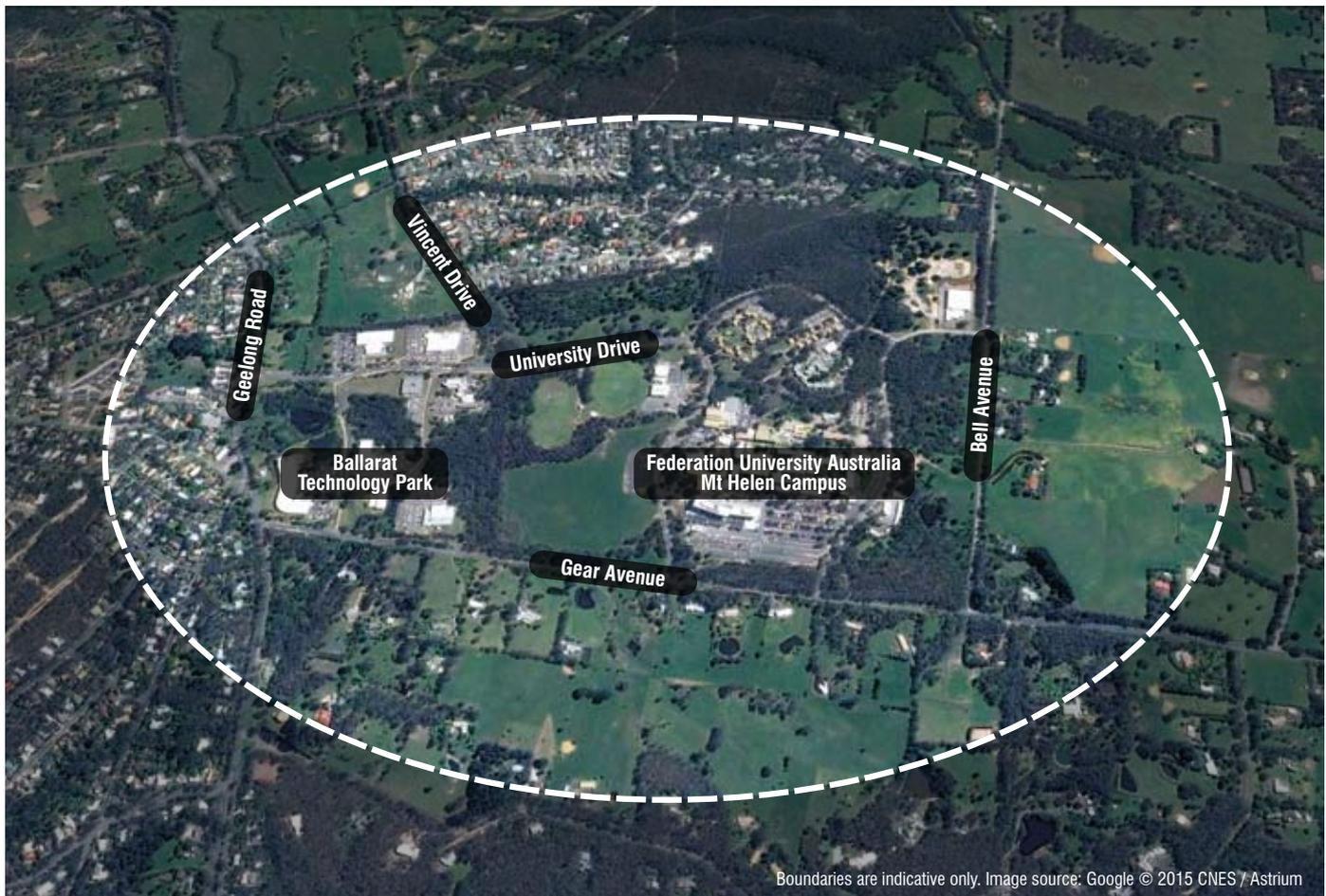
A Ballarat CBD



[Status - Local area planning already completed as part of the CBD Strategy: Making Ballarat Central]

Local area planning has already been undertaken for this area, as outlined in the CBD Strategy: Making Ballarat Central (2010). Refer **Initiative 1.7** for more information.

B Ballarat Technology Park / Federation University Australia Mount Helen Campus



[Status - Local Area Planning yet to commence]

The Ballarat Technology Park currently employs over 1,500 people across 30 businesses including IBM Australia, State Revenue Office, Emergency Services Telecommunication Authority (ESTA), and Ambulance Victoria. The Tech Park was established in 1996 and provides a unique business environment for early stage and emerging technology businesses and large scale organisations.

Over the next 10 years, the Tech Park is expected to expand over another 11 new development sites within its existing footprint and support an additional 1,500 professional employees. Information Technology (IT) will continue to be a major focus, with the park also aiming to attract 'tech-based' enterprises such as renewable energies, bio medicine and professional services with a strong online focus.

Federation University Australia is also based in this precinct, situated on 110ha of natural bushland. It employs over 680 staff at the Mount Helen Campus, to deliver a range of teaching and research services. The university has indicated it has the capacity to continue to expand its current range of courses and research capabilities within its existing boundaries.

There is a significant need to review the surrounding land uses of both centres, to better activate the centre, provide appropriate student and professional housing, and better integrate both campuses into the fabric of the community.

C Mair Street Medical Precinct



Boundaries are indicative only. Image source: Google © 2015 CNES / Astrium

[Status – Local Planning Controls already apply in Ballarat Planning Scheme – review required]

Ballarat is the western region's leading health service provider. As the population increases and ages in the region over the coming decades, there will be increasing need for new and expanded health resources.

Ballarat already has a large, well-established health precinct with major institutions such as Federation University Australia, Australian Catholic University, and clinical schools in close proximity to the Ballarat Base Hospital and St John of God. Ballarat must ensure land use planning controls enable growth in health care infrastructure and facilities, to build on this existing base.

There is a need to identify innovative ways to deliver an increasing number of quality health services to the regional community, as well as attract high-quality health and education professionals to live and work in the region.

Howitt Street in the vicinity of the Ballarat Day Procedure Centre is an emerging Medical Precinct containing a range of specialist services.

D Sturt Street Education Cluster



[Status – Local Area Planning yet to commence]

Ballarat has a long and accurate reputation for providing high quality education and training. As the economy continues to transition towards higher skilled jobs, there will be increasing need for a highly skilled and educated workforce.

Several thousand students converge daily on the Sturt Street corridor to be educated in a cluster of primary, secondary and specialist schools, and at a number of university campuses. There are opportunities to better connect and integrate the education centres into the fabric of the city, improve transport and access, activation and enable their ongoing development and growth.

E Wendouree (currently locally significant)



[Status – Local Area Planning yet to commence]

The Wendouree Activity Centre is largely focused around the standalone Stockland Wendouree shopping centre and the adjacent bulky goods precinct. Both facilities have expanses of at-grade car parking surrounding the retail stores. There is generally inclusion of retail and active uses around the edges of Stockland Wendouree, such as the community library, outdoor cafe and some retail frontages direct to the car park.

There is little integration or correlation between Stockland Wendouree site and the bulky goods precinct on the opposite side of Gillies Street. Furthermore the aged care facility to the south presently disconnects the precinct from the western extents of the Howitt Street Precinct.

Further Information

- Ballarat Activity Centres Strategy 2011

F Glenelg Highway (Proposed Major Activity Centre for Ballarat West)



[Status – Local Area Planning already completed as part of the Ballarat West Precinct Structure Plan]

The Glenelg Highway Major Activity Centre will join Wendouree as the most significant commercial and employment centre for Ballarat outside the CBD. While currently still farmland, it will be developed to service the new housing growth that is occurring in Ballarat West. Local area planning for this area is already guided by the Ballarat West Precinct Structure Plan that guides development in this area.

Further Information

- Ballarat West Precinct Structure Plan - 2012

G

Eureka Heritage Precinct (including Museum of Australian Democracy [MADE] and Sovereign Hill)



[Status – Local Area Planning yet to commence]

The identity of the city as the site of the Eureka Stockade, and therefore the birthplace of Australian democracy draws significant visitor numbers every year. Sovereign Hill is a strong part of the Ballarat identity, and a nationally significant tourist drawcard. Although each site in isolation is an attractive and informative destination, there is significant scope to better connect the sites, and improve the visitor experience for those accessing them.

H Lake and Gardens Precinct (including Lake Wendouree, Botanical Gardens, Arch of Victory and Victoria Park)



[Status – Local Area Planning commenced 2014, yet to be completed]

Lake Wendouree was clearly identified through Ballarat Imagine to be at the heart of community life. There are opportunities to better activate, link and interpret this precinct for both residents and visitors.



[Status – Master Plan already developed]

Master Planning for this area has already been undertaken, and identified development potential for a multi-purpose stadium, accommodating 6,000 spectators, with the capacity to stage world-class sporting and cultural events, such as hosting AFL games and agricultural events. The adjacent rail-line could provide game-day rail access for major events.

Further Information

- Eureka Stadium Master Plan 2014



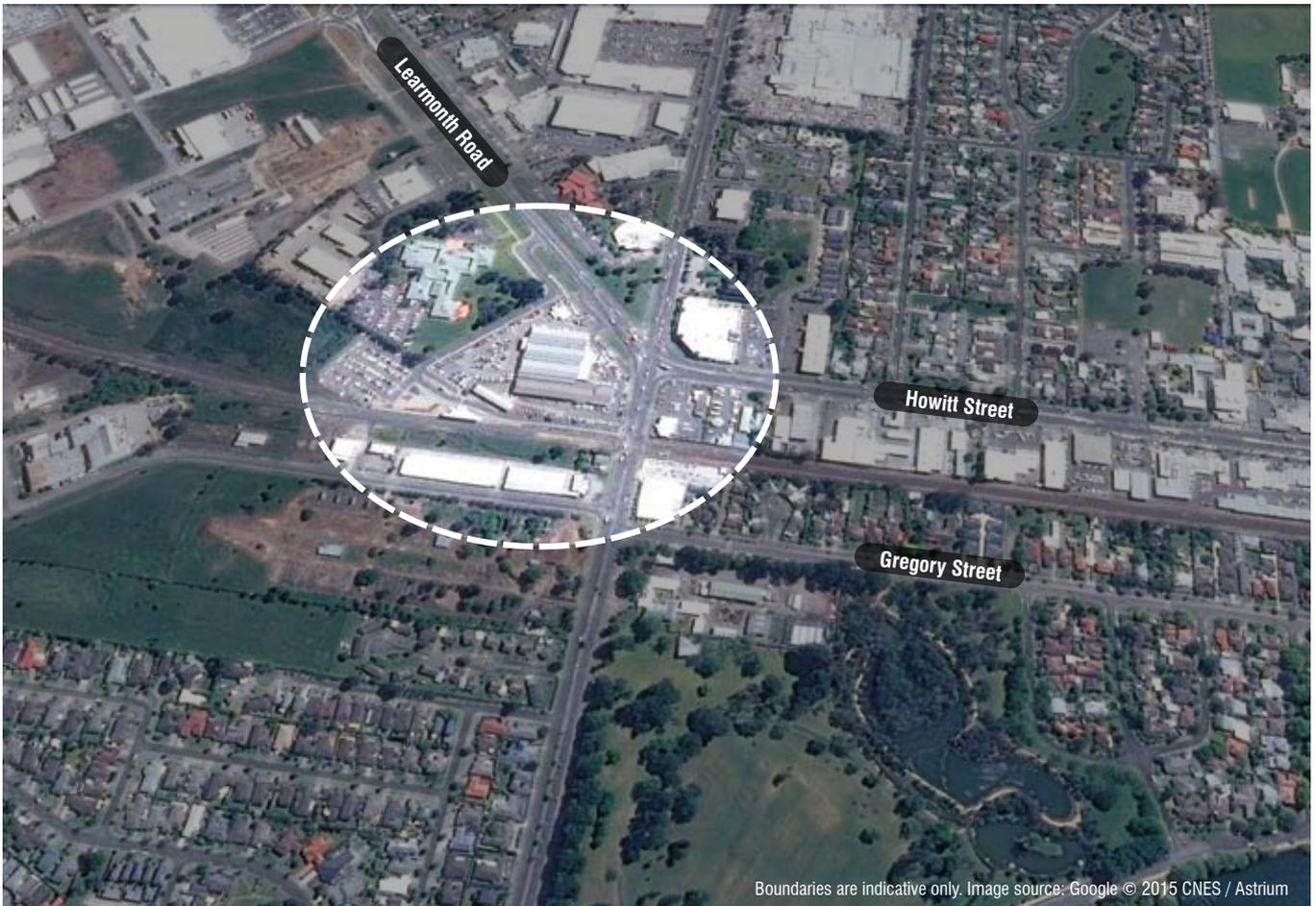
[Status – Master Plan already developed]

The Ballarat Station Precinct plays a pivotal role as a gateway for public transport in Ballarat, significantly contributing to connectivity both within, and to and from Ballarat. The station is a CBD landmark and one of the grandest Victorian era station buildings in the State. The wider precinct provides the opportunity for a broad range of infill development that will lift levels of commercial and community activity within the CBD. It is currently under-utilised.

The Master Plan outlines a vision for the Ballarat Station Precinct as an enticing and inviting place. It will be a hub of activity, people, movement and events, and a vital part of the CBD. It will also be an important gateway to Western Victoria.

Further Information

- Ballarat Station Precinct Master Plan 2014



[Status – Local Area Planning yet to commence]

Ballarat is serviced by a second railway station at Wendouree. The station at Wendouree was opened in 2009, and has experienced significant patronage growth over recent years. The site is, however, not activated by any commercial or mixed use development and is becoming highly constrained by issues of car parking. Given the proximity of the site to the Wendouree Major Activity Centre, the station could form the centre of a significant renewal and development opportunity to form a new heart to Wendouree.

L Ballarat West Employment Zone (including Ballarat West Freight Hub and Ballarat Aerodrome)



[Status – Master Plan already developed]

Ballarat West Employment Zone (BWEZ) is a 623 hectare precinct to the west of the Ballarat Ring Road and Learmonth Road earmarked as Ballarat's future industrial area. It is a crucial strategic jobs area, expecting to support over 9,000 new jobs once constructed, and is planned to accommodate industrial, advanced manufacturing, freight, logistics, aviation and other employment generating activities.

The area has been fully master-planned, and development will leverage significant opportunities associated with the site.

The Intermodal Freight Hub is a 16 hectare freight handling facility located in the BWEZ. Stage one will see the development of a road based freight facility as identified

in the BWEZ Master Plan. The freight facility will include warehouses, hardstand, access roads, fencing, buildings, a weighbridge, truck wash, container storage and rest areas.

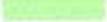
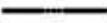
The freight hub is designed to improve transport efficiency, service the growing freight demands of the region (expected to double in the next 25 years) and improve the cost competitiveness of regionally located firms.

The site of the current Ballarat Aerodrome is heavily utilised for training and small aircraft flights, as well as the headquarters for a range of hobby and special interest groups. It is master-planned within the Ballarat West Employment Zone Master Plan (May 2012). To ensure flexibility for long-term expansion to a freight and passenger airport, regard will have to be had in considering additional housing developments as well as potential negative amenity on existing housing.

Further Information

- Ballarat West Employment Zone Master Plan (May 2012)

Figure 4 **BWEZ Master Plan**

-  SITE BOUNDARY
-  RETARDING BASIN / BIO-RETENTION BASIN
-  DRAINAGE FLOW PATH
-  OPEN SPACE
-  EXISTING TREES
-  OPEN SPACE LINKS
-  RAIL TRAIL
-  RAIL
-  WESTERN FREEWAY
-  LINK ROAD
-  LINK ROAD CONNECTORS
-  MAJOR INTERSECTION
-  PROPOSED ROAD NETWORK WITH STREET TREES
-  ENERGY PRECINCT
-  INDUSTRY
-  FREIGHT HUB
-  BUSINESS SUPPORT PRECINCT
-  RESEARCH & DEVELOPMENT CENTRE
-  RESIDENTIAL



Initiative 1.3 – Work with schools and universities to expand and better integrate their campuses with the urban fabric

Ballarat has an excellent reputation for quality education. Many families move to Ballarat to access education services, whilst many others are pleased to be able to stay in Ballarat when their families need access to high quality schools and tertiary options. Over the coming decades, Ballarat needs to continue to support and invest in its education sector to ensure this reputation is further enhanced.

By 2040, Ballarat could be one of the great Australian education cities. Students could aspire to move to the city to be part of a progressive vibrant student scene and centre of education and innovation.

Ballarat could become a 'Boston style' centre for education and innovation. The seeds are already there in the Technology Park and Federation University Australia at Mount Helen, Health Precinct in Mair Street (incorporating the Australian Catholic University), CBD technology centre in Lydiard Street South and the Sturt Street education cluster.

In terms of agricultural education, there are innovative school farm campuses at Ballarat Grammar and the Ballarat Specialist School already providing leadership in the sector.

Case Study

Boston as an Education City

Boston integrates its universities into the built form, culture and structure of the city, providing not only cutting edge tertiary outcomes, but city wide benefits for those who work and learn at those centres.



Ballarat needs to embrace similar opportunities to enable the growth and integration of current and future education institutions.

Ballarat Strategy addresses the key land use opportunities to ensure Ballarat moves towards a more vibrant education city of the future. Council will work with individual education sites and institutions to better understand their long-term aspirations, and provide support where possible to better integrate those institutions into the built form and cultural fabric of the city.

Implementation

Linked Initiatives

Initiative 4.15 – Improve the efficiency of supply chains by delivering Ballarat’s developing regional transport gateway (Ballarat West freight hub and Ballarat Airport)

Initiative 5.3 – Identify community values, landscape values and acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments to attract and support

Key Actions

Short term

- Incorporate the new Regionally Significant Precincts structure into the Ballarat Planning Scheme

Medium term

- Develop local area plans to facilitate jobs growth in each Regionally Significant Precinct.

Supporting Actions

Ongoing

- Implement the recommendations of the Ballarat Economic Strategy 2015-2019 that apply to these precincts and centres
- Work with education institutions to better understand their long-term aspirations and provide support to better integrate those institutions into the built form and cultural fabric of the city
- Work in partnership with key employers, stakeholders, government agencies and community stakeholders to facilitate the ongoing development of each Regionally Significant Precinct

Further Information

- Victoria Government, Job density, productivity and the role of transport (June 2012)
- Australian Government, Our Cities, Our Future (2011)
- Grattan Institute, Mapping Australia’s Economy (2014).

Support Growth and Diversity of Development in Local Centres



Initiative 1.4 – Support improved vibrancy and vitality in local activity centres by continuing to implement the Ballarat activity centres strategy

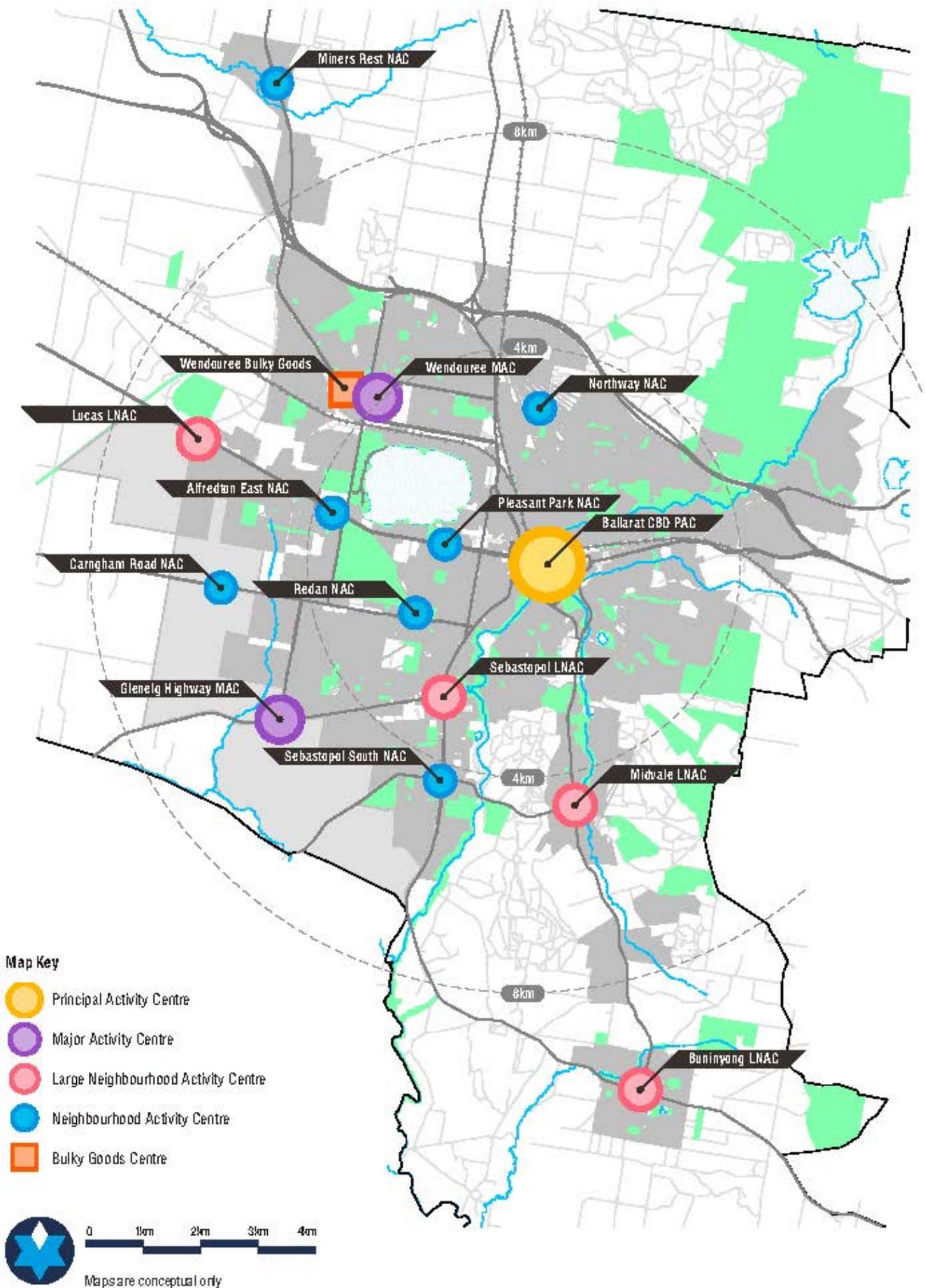
Most of Ballarat’s shopping and services are located in Activity Centres. These are typically local shopping precincts which include a supermarket, supporting shops and community services. The Ballarat Activity Centres Strategy 2011 (BACS) currently guides the development of these areas. It is embedded in the Ballarat Planning Scheme to require certain types of developments to occur in certain commercial locations across the city. The objective is to maximise economic vibrancy and sustainability. Activity centres are managed in the following hierarchy:

Principal Activity Centre	<ul style="list-style-type: none"> ▪ Ballarat CBD
Major Activity Centre	<ul style="list-style-type: none"> ▪ Wendouree
Large Neighbourhood Activity Centre (LNAC)	<ul style="list-style-type: none"> ▪ Glenelg Highway (Proposed) to develop into Major Activity Centre over time, staged in line with demand growth in the Ballarat West Growth Area catchment ▪ Sebastopol (formerly Sebastopol North) ▪ Midvale ▪ Buninyong
Neighbourhood Activity Centre	<ul style="list-style-type: none"> ▪ Lucas (to develop into LNAC over time) ▪ Carngham Road (Proposed) ▪ Sebastopol South (formerly Sebastopol) ▪ Redan (formerly MaxiFoods) ▪ Alfredton East ▪ Northway ▪ Miners Rest ▪ Pleasant Park
Bulky Goods Retail Centre	<ul style="list-style-type: none"> ▪ Wendouree

As the population of Ballarat continues to grow, it is vital activity centres provide an increasingly diverse array of retail and service offerings, and more local jobs. If residents can access more of their daily needs locally there is less need to travel, better access to services for those without a car, and often more vibrant and enjoyable places to visit. This ultimately increases the amount of time available to spend with the family or to do more enjoyable things. Supporting local centres to be more important destinations for every-day life in Ballarat is essential to supporting and improving Ballarat’s liveability and lifestyle over the long-term.

The BACS recommends land use changes in each centre. These changes include rezoning of land, design principles for improving access, amenity and function, and support to increase housing and activation. The BACS will continue to be implemented so local communities get better access to more of their daily needs in local centres and reduce the need to travel. The outcome will be improved vitality and sustainability of these places at the heart of local neighbourhoods. Centres, such as Wendouree, which are dominated by a single shopping centre complex, will continue to be encouraged to introduce more diversity, including commercial and mixed-use development opportunities.

Figure 5 Current Activity Centres



Initiative 1.5 – Undertake structure planning for local activity centres, to maximise their ability to develop and diversify

To achieve diversification of local centres, no new activity centres are proposed at this time. Rather, greater investment will be encouraged within the existing suite of centres. Structure planning will be undertaken for key activity centres, as recommended in the adopted BACS (2011), and integrated with the initiatives in this strategy. This approach will involve the rezoning of some land to better facilitate mixed use development, identification of transport improvements, infrastructure upgrades, and opportunities to make the centres more attractive and inviting places for people to use and access. Local centres should be important community hubs, and incorporate a wider range of services, as well as retail and employment options.



Ballarat Activity Centres Strategy - Sebastopol Action Plan
 This image was published in 2011 certain details may have changed since that time

Source: Hill PDA, Hansen 2011

Implementation

Linked Initiatives

- Initiative 2.1 – Work towards all urban residents being able to access most of their daily needs within 10 minutes' walk or cycling from home
- Initiative 2.6 – Improve town centres to provide better gathering and meeting spaces, appropriate to their roles as community centres
- Initiative 2.10 – Encourage community facilities to co-locate in multi-use hubs
- Initiative 3.2 – Actively pursue more housing developments within 200 metres of public transport and within walking distance of local activity centres
- Initiative 4.6 – Implement a neighbourhood links program to promote alternative modes of transport to access local destinations
- Initiative 5.3 – Identify community values, landscape values and acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments to attract and support

Key Actions

Medium term

- Undertake structure plans for key local activity centres, as recommended by the Ballarat Activity Centres Strategy (2011):
 - Wendouree (Regionally Significant Precinct – see Initiative 1.2)
 - Sebastopol (formerly Sebastopol North)
 - Midvale
 - Buninyong
 - Alfredton East
 - Miners Rest

Ongoing

- Continue to utilise the Ballarat Activity Centres Strategy's (2011) decision guidelines when deciding on permit applications for retail centres
- Support diversification and development of existing activity centres, rather than the development of new centres

Supporting Actions

Ongoing

- Support increased residential development in and around activity centres as proposed in the Ballarat Activity Centres Strategy (2011), including further implementation of the Residential Growth Zone and Mixed Use Zone in certain locations

Further Information

- Ballarat Activity Centres Strategy 2011

Establish an Urban Renewal Investment Pipeline



Initiative 1.6 – Pursue urban renewal in key locations

Urban renewal is currently occurring across Ballarat and resulting in some great outcomes for the city. The identification of specific urban renewal precincts offers the opportunity for a step-change in development of those areas. Land use interventions could enable renewal that may not otherwise occur. This type of development is important for the economy, but is also important for providing new and exciting spaces for both the community of Ballarat and visitors alike, to live, work and enjoy themselves. The best cafes and restaurant precincts in any city are often associated with areas that have undergone well-planned contemporary precinct-wide renewal.

Urban renewal precincts are identified areas where change and investment could have significant social, cultural and economic benefits to the city. They also offer the opportunity to make areas more attractive and accessible to the community to live, work and be entertained. A long-term pipeline of urban renewal is critical to the social, cultural and economic future of the city. Identified precincts would not be developed by Council, rather land use policy decisions could help enable the owner of the land to improve and revitalise the land for community benefit.

The following urban renewal opportunities have been identified for Ballarat’s long-term future:

Local Urban Renewal Opportunities

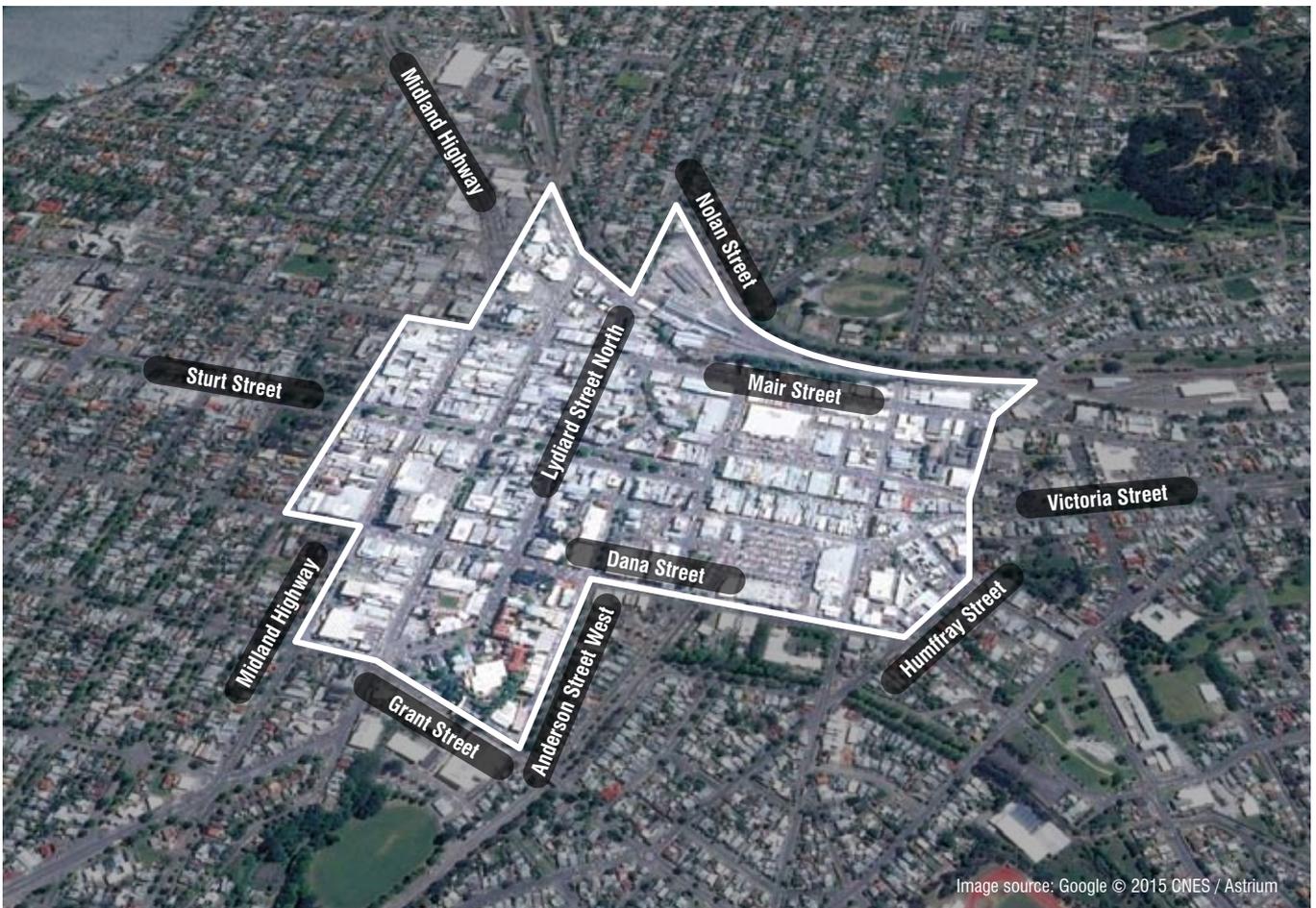
- Ballarat CBD as an area for significant mixed use development
- Scott Parade Precinct (inner city mixed use);
- Creswick Road Precinct (CBD fringe mixed use);
- Selkirk Precinct (large-scale land use change opportunities integrated with Eureka Stadium Sporting Precinct);
- Stockland Wendouree;
- (Expected to be former) Ballarat Saleyards Site and light industrial precinct (commercial / light industrial redevelopment)
- Delacombe Precinct (built form renewal in response to development of Glenelg Highway Major Activity Centre in Ballarat West Growth Area).

These areas will be formally recognised in the Ballarat Planning Scheme as being potential urban renewal precincts. Landowners will be able to utilise this strategic justification to help support their own opportunities to redevelop the land.

Council will review the planning controls that apply to these areas and investigate opportunities to de-risk development sites. New zoning opportunities and other mechanisms will be considered. The boundaries of the ‘precincts’ are indicative only at this stage, and the merits of specific proposals would be assessed on a case-by-case basis.

A

Ballarat CBD as an Area for Significant Mixed Use Development



The CBD and inner city areas are identified in the existing Ballarat CBD Strategy as very suitable for higher density housing. Identified CBD renewal sites include:

- Coles and Woolworths Precinct between Dana Street and Little Bridge Street
- Big W Precinct between Mair Street and Curtis Street
- Buildings at western end of Bridge Mall, interfacing with Sturt Street
- Many opportunities on Mair Street, between Princes Street North and Midland Highway
- Ballarat Railway Station Precinct (see **Initiative 1.2**)
- Federation University SMB Campus – Armstrong Street (see **Initiative 1.1**)
- Civic Hall Site.

The *Ballarat Regional Capital Plan* is a key Council document which highlights priorities for partnership funding of projects and initiatives considered critical to Ballarat’s long-term future. Specifically for the CBD, it identifies the Civic Hall as an under-utilised Council building and asset on a significant piece of Crown land. It notes the site represents one of the few large-scale potential development sites in the CBD. The redevelopment of the Civic Hall site has also been identified as one of the key priorities within the Ballarat Council Plan 2013-17. A participatory community design process commenced in late 2014, involving an *Open Door Studio* approach with a view to leading to a clear future direction for this important strategic site.

CBD renewal would help make the area a more dynamic and vibrant centre for entertainment, arts, culture, retail and services, with widespread benefits for the economy and residents. Further implementation of the CBD strategy is critical and should embrace and enhance those things that make Ballarat’s CBD highly valued by Ballarat’s community (as identified in *Ballarat Imagine* and future cultural mapping).

B Scott Parade Precinct (Inner City Mixed Use);



Image source: Google © 2015 CNES / Astrium

A well-positioned site on the fringe of the CBD with excellent public transport access. This precinct has significant potential for a change of use, and integration of development with Eastern Oval.

C Creswick Road Precinct (CBD Fringe Mixed Use)



A well-positioned site on the fringe of the CBD with excellent transport access. A range of light industrial, car-sales and other retail developments interface directly with established residential areas. This precinct has significant potential for a change of use.

D Selkirk Precinct (Large-scale Land Use Change Opportunities Integrated with Eureka Stadium Sporting Precinct)



A strategically important area, encompassing the Eureka Stadium precinct, current Ballarat Showgrounds site and large areas of industrial land close to the centre of Ballarat. This precinct represents independently a significant urban renewal opportunity in its own right involving significant land use change which will also complement the Eureka Stadium Sporting Precinct and utilize its direct access to the railway line and proximity to the Western Freeway.

E

Wendouree Village

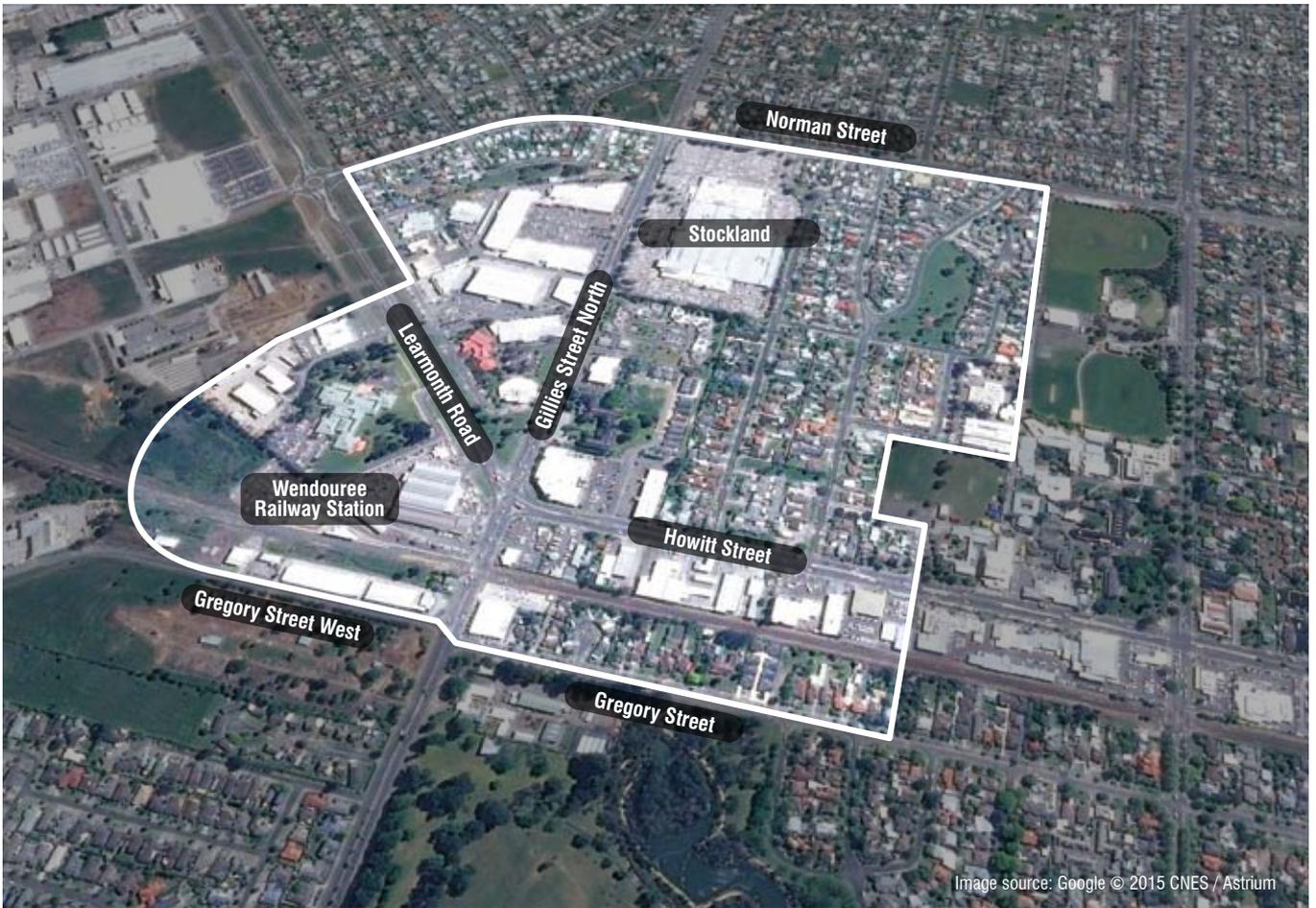


Image source: Google © 2015 CNES / Astrium

Wendouree is recognised as a Major Activity Centre, meaning this area is intended to be a vibrant retail destination at a scale only surpassed by the CBD. Although built around the Stockland shopping centre, the area lacks a cohesive design and built form which properly integrates it with the surrounding areas. With excellent access to shops, services and public transport (including the Wendouree Railway Station), this area has real potential for significant renewal

F Ballarat Saleyards Site and Light Industrial Precinct (Commercial / Light Industrial Redevelopment)



This light industrial area developed when it was on the fringe of the city. Over coming years it will be encompassed by residential growth in Ballarat West. The current saleyards is reaching the end of its life and is intended for relocation. Given its interface with Victoria Park, and significant undeveloped land, it has potential for renewal towards new commercial, light industrial or other uses.

G Delacombe Precinct (Built Form Renewal in Response to Development of Glenelg Highway Major Activity Centre in Ballarat West growth Area)



The Glenelg Highway Major Activity Centre is part of the approved Precinct Structure Plan for Ballarat West Growth area. It will be a new town centre, at the scale of Wendouree. Given the proximity of existing suburban housing to the new centre, there is opportunity for renewal of the area in response to this major retail and services hub.

Implementation

Linked Initiatives

- Initiative 1.2 – Facilitate jobs growth through local area planning for each regionally significant economic precinct
- Initiative 1.7 – Accelerate implementation of the adopted *CBD Strategy: Making Ballarat Central*
- Initiative 1.15 – Facilitate the transition of constrained industrial areas to less intensive uses where the long-term viability of industrial use has been compromised
- Initiative 3.3 – Recognise areas as preferable for urban renewal, and work with landowners to renew and re-invigorate these precincts
- Initiative 5.3 – Identify community values, landscape values and acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments to attract and support

Key Actions

Short term

- Recognise the listed urban renewal precincts in the Ballarat Planning Scheme and include planning controls that facilitate change in them
- Continue to engage with the community to resolve the long-term development future of the Civic Hall Site

Ongoing

- Work in partnership with landowners and key stakeholders to further develop opportunities for urban renewal in these locations

Activate the CBD as a Vibrant Destination for Working and Living



Initiative 1.7 – Accelerate implementation of making Ballarat Central: The CBD Strategy

CBD to Support Growth in the Knowledge Sector

In Australia, economic activity generally concentrates in CBDs and inner-city areas. Nationally, it is estimated the CBDs of Sydney and Melbourne – just 7.1 square kilometres in total – generate almost 10% of national economic activity.¹³ These areas not only employ a lot of people, but their labour productivity (economic activity per hour worked) is generally higher. There are more people, on higher wages, working more hours. This can perhaps be partially attributed to the tendency of knowledge sector firms to generally prefer CBD and inner areas because of heightened access to highly skilled workers, and digital connections to customers and global markets.¹⁴

Towards 2040, land use decision-making in Ballarat needs to recognise the CBD as the critical centre for growth in knowledge sector services. It needs to be supported to increasingly become a location knowledge sector businesses want to develop in and expand from. Better access to skills, better public transport and digital connections, higher amenity and more vibrant public spaces are all key ingredients of encouraging the establishment of the knowledge sector, and subsequently supporting its agglomeration into a hub of high-value knowledge services.

Ballarat's Regional Capital Plan 2014 outlines how Council is working to ensure the CBD grows to become a premier regional centre, while at the same time protecting Ballarat's unique heritage. It outlines:

- To accommodate new residents in Ballarat, the CBD needs an additional 60,000m² of commercial space
- Key areas of the CBD need to be redeveloped to broaden retail, commercial and residential options, and cater for growth
- Increased traffic demand needs to be addressed to unblock traffic flows, improve pedestrian access and encourage the growth of cultural and entertainment options.

Moving forward towards 2040, the CBD will continue to be supported as the main location for local and regional entertainment, service delivery, offices and other major commercial development. There is an ongoing need to increase the CBD's vibrancy by supporting the reuse and refurbishment of upper levels of older buildings for office, accommodation and residential use, and to promote it as the site for significant new developments.

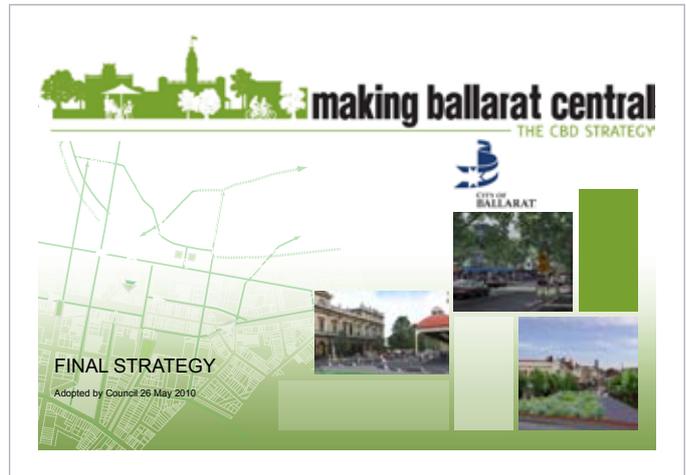
¹³ Grattan Institute, Mapping Australia's Economy, 2014

¹⁴ Australian Government, Our Cities, Our Future, 2011

CBD Strategy to Guide Long-term Vision

The adopted *CBD Strategy: Making Ballarat Central* (2011) provides key directions to enable this to happen over time, outlining that in 25 years Ballarat CBD will be:

- A premier regional centre in Australia providing a 'capital city' experience and contributing to the nation's economic wealth and cultural breadth
- The thriving retail, commercial, community, educational and cultural focus of Western Victoria
- A place that reflects the unique character, aspirations, abilities and history of the community
- Cohesive and accessible for people of all abilities and ages, on all modes of transport
- A vibrant, exciting and friendly place that attracts visitors, residents, shoppers, students, artists and business investment
- A leader in sustainable practice
- A place with a proud heritage reflected in its buildings, streetscapes, and living history, whilst showcasing and encouraging innovation and creativity.



It identified the following as key priorities in realising the vision:

CBD STRATEGY | INTRODUCTION

Key Priorities in Realising the Vision

- _____ Creating a civic heart for the CBD.
- _____ Encouraging street activity and life, during the day and evening.
- _____ Making it easier to move around the CBD by all modes.
- _____ Restoring key heritage streetscapes and make heritage more accessible and authentic.
- _____ Prioritising environmental sustainability in buildings and streetscape design.
- _____ Ensuring adequate car parking and retail offer to maintain the CBD's competitive advantage.
- _____ Improving the CBD entrances to reflect the status, grandeur and history of the city.
- _____ Improving streetscapes to provide more shelter, greenery and pedestrian amenity.
- _____ Working with the business and investment community to achieve positive growth and change.
- _____ Identifying locations where large scale retail and office development can occur.
- _____ Restoring and enhancing the boulevard and open space role of the Sturt Street Gardens.

8

Delivery of CBD Strategy Recommendations

Over recent time Council has been both delivering elements of the CBD Strategy directly, and seeking partnership with the State Government and private sector for major scale renewal opportunities. The redevelopment of the Ballarat Railway Station Precinct, identified as a priority in the *Ballarat Regional Capital Plan* is one notable partnership achievement. Recent urban realm improvements to Little Bridge Street, Bakery Hill, Peel Street and Armstrong Street have also been directly delivered in support of revitalisation. Already the CBD has been significantly improved as a people first place. However, there is significantly more implementation to be done.

Since the CBD Strategy was produced additional work has been undertaken which better clarifies key issues associated with its implementation, which will be considered in future decision-making:

- Flood investigations for the Burrumbeet Creek and Yarrowee River have significantly progressed, in a partnership between City of Ballarat and the Corangamite Catchment Management Authority (CCMA). Mixed use and office development opportunities in the CBD will need to respond to this improved flood-mapping, which supports significant residential growth on upper floors of mixed use developments, and on higher ground on the slopes of Bakery Hill. Office opportunities may be better targeted in remaining locations
- A new approach to managing change in historic cities, the Historic Urban Landscape approach, has been adopted by Council. This approach outlines new ways of aligning socio economic development and conservation of historic cities.

Significantly reducing the cost, time and effort required to invest in the Ballarat CBD, whilst conserving its heritage streetscapes and buildings, is crucial to kick-starting the renewal process. Opportunities for changes to planning zones and other controls will be actively investigated.

Initiative 1.8 – Revitalise the CBD and encourage inner city housing

'Postcode 3000' was a highly successful planning policy for Melbourne CBD which commenced in the 1990s. Postcode 3000 involved a campaign to take practical steps to promote and encourage residential development in the central city. It sought to redirect market and industry perceptions about inner city living. It is credited with transforming Melbourne's CBD from a 9-5 worker destination to a vibrant 24 hour city.

Rob Adams, Director of City Design at the City of Melbourne argued encouraging mixed use developments,¹⁵ which was encouraged by Postcode 3000, is crucial for revitalising city centres. The following observations about the growth in mixed use development in the Melbourne CBD in the mid-1990s are highly relevant to the challenges facing the Ballarat CBD today:



“... mixed use is seen as one of the cornerstones to healthy, vibrant and sustainable communities. There are many benefits to mixed use areas. They include their potential to provide a local skills base, to optimize the use of public infrastructure such as parking facilities due to temporal differences on demand, to increase the viability of local businesses, to reduce dependency on cars, to provide convenience, to increase personal safety and to promote walking.

Central Melbourne was by the 1980s becoming increasingly mono-functional. Retail was on the decline and lost to the suburban shopping malls, residential was almost non-existent with only 700 central city dwellings by 1992, and entertainment and leisure activities were on the decline.... In 1985 the Council commenced a program of encouraging the greater diversification of the centre. Alongside the successful Postcode 3000 the city developed Retail, and Events Strategies. The combination of all these strategies produced a catalytic response to inner city vitality that saw 1500 new bars, cafes and restaurants, numerous supermarkets and 400 sidewalk cafes open up down town. This achieved one of the City's key objectives of turning down town from a central business district into a central activities district.”¹⁶

While Ballarat CBD is not struggling as much as Melbourne CBD was in the late 1980s, this type of transformation could also benefit Ballarat CBD.

Data from the 2011 Census indicates the commercial core of the CBD, generally bound east-west by Bakery Hill Shopping centre and Midland Highway and Mair Street and Steinfield Street North north-south, was home to just 465 people.¹⁷ Excluding Bakery Hill, this area west of Peel Street contained only 239 people. There are very few residents living in the area of Ballarat which enjoys the highest levels of access to public transport, services, jobs, retail and entertainment. This situation needs to change.

Increasing the amount of mixed use development in the CBD is a key Council priority to re-energise the city. Development of an approach which incorporates the CBD Strategy into a wider holistic program, potentially as a Postcode 3350 style approach, will be investigated. The Ballarat CBD Strategy forms a crucial component of that program, focused on land use opportunities and urban design, but it needs to be supported within an integrated program that also includes events, arts, cultural, and economic contributions.

¹⁵ Rob Adams (2008) From Industrial Cities to Eco-Urbanity: The Melbourne Case Study

¹⁶ Rob Adams, (2008) Industrial Cities to Eco-Urbanity: The Melbourne Case Study, pp10-11

¹⁷ Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data). Compiled and presented in atlas.id by .id, the population experts.

Initiative 1.9 – Facilitate activation of streets, laneways and public spaces

Council is committed to encouraging a vibrant atmosphere around cafes and restaurants, in public parks, malls and other public spaces. Encouraging and supporting businesses to increase outdoor and footpath dining options is also a key priority.

The current regulations relating to events, trading and hospitality in public areas will be reviewed to identify opportunities to reduce red-tape and encourage greater use of these spaces. It is widely acknowledged there are significant potential benefits to Ballarat from greater use of these spaces, particularly outside of regular business hours.

Many cities, both metropolitan and rural, reap significant economic and social benefit from having activated key laneways. Ballarat already has these laneways in its urban fabric, many exhibiting bluestone gutters and historic facades. The issue is, for a range of reasons, they are not generally activated. As at 2015, relatively few of Ballarat's laneways in the core CBD area are activated to their full potential. Many have no activation at all, and are predominantly functional spaces, for drainage, vehicle access and servicing.

Laneways in Ballarat, particularly in the core CBD area, could provide opportunities for unique public spaces. At the finest grain, they could offer new opportunities for arts, culture, entertainment and hospitality ventures. Rather than competing with existing main street businesses, new ventures in these areas could transform Ballarat after hours into a more vibrant and bustling place. Importantly, the activation of laneways could add a new dimension to the city, by better utilising and capitalising on its existing fabric and form. At their most basic level, re-establishing through-connections and better way-finding could improve connectivity between existing sites for pedestrians and improve perceptions of safety.

While Council is largely responsible for the maintenance of lanes, it is a partnership and collaboration approach with adjoining property owners which is likely to also play a key role in realising improvements in laneway environments. Greater awareness and consideration of the opportunities available within laneways is encouraged.

Case Study

Laneway @ George

Renovations in 2014 rejuvenated the laneway space of the George Hotel, making it a popular addition to the Ballarat entertainment scene. More of these types of developments would make better use of the existing fabric of the city.



Source: www.georgehotelballarat.com.au/#gallery

Initiative 1.10 – Encourage night-time, out of hours and out of season activation of the CBD’s public spaces through arts, culture, events and illumination

Ballarat boasts a strong and developing food scene, with a range of excellent restaurants and bars. It also has a strong tradition in theatre and arts, which attracts a range of people to evening events and a number of night-clubs and bars offer late night entertainment. These types of businesses bring people to the city out of business hours. However, the streets of the CBD could be significantly better activated. A large proportion of the CBD is very quiet on weeknights and in some areas also on weekends. In the winter months with early sunsets, many streets are both dark and deserted. This situation can make people who are in the CBD after hours feel less safe than they should, and perpetuates a circular situation where business owners do not extend opening hours due to a lack of customers, and customers don't congregate owing to a lack of activity. Increasing the activation, as well as the time-span of activation is a great untapped opportunity for increasing the vitality of the CBD.



The current program of cultural and artistic events has been fantastic. Parts of the Ballarat CBD came alive out of hours when Armstrong Street hosted the Deluxe Spiegel Tent, as part of the Ballarat Cabaret Festival 2014. The use of Sturt Street for the Cycling Australia Road National Championships brought an estimated 7,000 people to the CBD out of working hours. Businesses that embraced the event were able to access huge numbers of potential customers they would not normally have been able to. These sporting and cultural events will continue to be supported.

A significant new opportunity for both attracting new visitors and extending the hours of activation, particularly during the dark of the winter season, is through development of a Ballarat mid-winter festival, and pursuing opportunities for contemporary illumination of Ballarat's historic fabric. Historic cities such as Paris and Rome capitalise on their historic fabric through sympathetic but sophisticated night time illumination. It can bring a new dimension and aspect to historic cities. If done well, Ballarat by night could become a must-do part of the Ballarat visitor experience.

Illumination based art installations, such as those associated with Sydney's Vivid, the Light in Winter at Fed Square, Enlighten in Canberra and various 'White Nights' around the world, could also be used to transform urban spaces. Similarly, public art is an important element in the urban environment and can help to promote the diverse and unique characteristics of a city. The provision of public art can assist in creating more liveable and enjoyable urban spaces. We will continue to encourage public art in new developments.

Our region has a unique opportunity to harness its unique heritage and geography to support local artistic endeavour and ensure it is accessible for everyone to enjoy. Building a new pathway for the local creative economy - will require collaboration and support for education initiatives, business development, marketing and tourism.

Council recognises the intrinsic value of art and creativity, including the important cultural, economic and social benefits it delivers. It has an important leadership role to play in nurturing a successful future for both artists and the many people and professions who are engaged directly through the creative scene. Council is committed to activating public and private spaces for creative expression, through sensible strategic decision making, planning and regulation that will support local creative endeavour.

Initiative 1.11 – Establish a co-working hub to generate new opportunities for innovation and business development

In Ballarat there is the desire for co-working – and all of the innovation/ collaboration/ creativity/ comfort-health it promises. This co-working desire looks towards the new culture of work. The co-working movement is part of a shift to a new economy.

These trends have a strong impact on regional areas. Over the years, young people in places such as Ballarat have left the city in search of broader professional and personal opportunities. More recently, as manufacturing declines and the local service sector struggles with competition from offshoring, talent retention and economic development become significant challenges in the regional context. Ballarat Council is seeking to attract and retain the co-working movement to its regional enterprises as part of its positioning as a visionary capital city.

Key focus areas and benefits of supporting a co-working hub include:

- Alleviating pressures on Melbourne's rapid urbanisation
- Opening doors to the new economy
- Attracting and fostering new creative industries
- Reducing Ballarat's and the regional economy's reliance on traditional industry sectors
- Attracting and retaining young professionals in the Ballarat and regional workforces
- Introducing co-working as an innovative workforce movement
- Removal of the limitations of workplace location
- Distinguishing Ballarat from other Victorian capital cities as a creative work destination.

A business case for a regional co-working hub has been prepared. Support funding is required to realise this opportunity.

Implementation

Linked Initiatives

- Initiative 4.15 – Improve the efficiency of supply chains by delivering Ballarat’s developing regional transport gateway (Ballarat West freight hub and Ballarat Airport)
- Initiative 1.6 – Pursue urban renewal in key locations
- Initiative 1.19 – Improve the visitor experience to Ballarat by upgrading key access corridors and providing better information about our key tourism assets
- Initiative 3.3 – Recognise areas as preferable for urban renewal, and work with landowners to renew and re-invigorate these precincts
- Initiative 4.10 – Better manage car parking demand and supply as Ballarat grows
- Initiative 5.2 – Invest in Ballarat’s point of difference – heritage, streetscapes, the CBD, lifestyle and our green city – as a key driver of our economy
- Initiative 5.3 – Identify community values, landscape values and acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments to attract and support
- Initiative 5.4 – Encourage property owners to adaptively reuse heritage places in a sympathetic manner
- Initiative 5.6 – Better interpret our rich historic, cultural and natural landscape
- Initiative 5.17 – Manage development in flood prone areas in a best practice and proactive manner

Key Actions

Short – medium term

- Accelerate the implementation of the recommendations of the CBD Strategy: Making Ballarat Central
- Develop and implement a holistic and integrated activation approach for the CBD that pursues opportunities for mixed use developments as the key catalyst to renewal and change, modelled on the Postcode 3000 approach.
- Review the regulation of the use of public spaces in conjunction with traders and key stakeholders with the objective of encouraging greater activation
- Develop a CBD Laneway Activation Strategy in conjunction with surrounding landowners, to provide a framework for Council to better manage these areas
- Develop a live music strategy to identify potential barriers for our live music scene and any opportunities that will ensure that live music and creative culture will thrive in the region

Supporting Actions

Short term

- Continue to work with the State Government and key private sector partners to establish a co-working hub in Ballarat for creative industries
- Review zoning controls that apply to the CBD to reduce limitations and timeframes associated with the approval of appropriate redevelopment

Medium term

- Investigate opportunities to introduce more comprehensive and sophisticated illumination to add a new dimension to Ballarat’s historic built heritage, out of hours
- Monitor and report on the number of activities, businesses and attractions which offer out of hours activation of the city
- Develop and pursue a mid-winter festival to improve activation of the city during the winter period

Further Information

- *CBD Strategy: Making Ballarat Central* (2011)
- *Ballarat Regional Capital Plan* (2013)
- *Ballarat Economic Strategy 2015 – 2019*
- Rob Adams, *Industrial Cities to Eco-Urbanity: The Melbourne Case Study* (2008)

Industry

By their nature, industry is usually associated with noise, dust, vibration, heavy trucks and other amenity impacts, which can cause concern for those people who live close by. It is better if industrial areas are separated from housing areas. Ballarat needs to protect its significant existing industrial areas from encroachment by sensitive land uses.

It is also important industrial areas be properly serviced with infrastructure, including excellent transport connections for heavy vehicles, and be properly planned so businesses in these areas can adapt to changing market demands and be flexible in the types of heavy industry they undertake on their land.

BWEZ Will offer Unencumbered Industrial Land for New Businesses

For these reasons BWEZ has been planned as the next growth area for heavy industry. It provides approximately 430 developable hectares of new industrial land with high quality access to infrastructure, transport connections (Western Freeway/ Ballarat Western Link Road/ railway connections), and includes carefully planned buffer and land use transition provisions so businesses can develop in these areas without encumbrance. The land between Ring Road and Western Freeway, which contains significant food-manufacturing plants, such as McCain's, is another key area that is well serviced by infrastructure, transport and currently separated from sensitive uses.

Review of Existing Controls will Ensure Long-Term Flexibility For Industrial Uses

Other existing industrial areas, however, are partly or significantly encumbered. In Victoria, State Planning Policy provides threshold distance requirements for industrial uses which have the potential to impact on surrounding amenity (Clause 52.10 in the Ballarat Planning Scheme). The Environmental Protection Authority (EPA) also provides guidance on recommended separation distances from industrial land uses that emit odour or dust, and sensitive land uses. These guidelines and controls seek to support industrial users to focus on running their businesses, employing local people and benefitting the economy, and for local residents to live in areas not impacted by heavy industry.

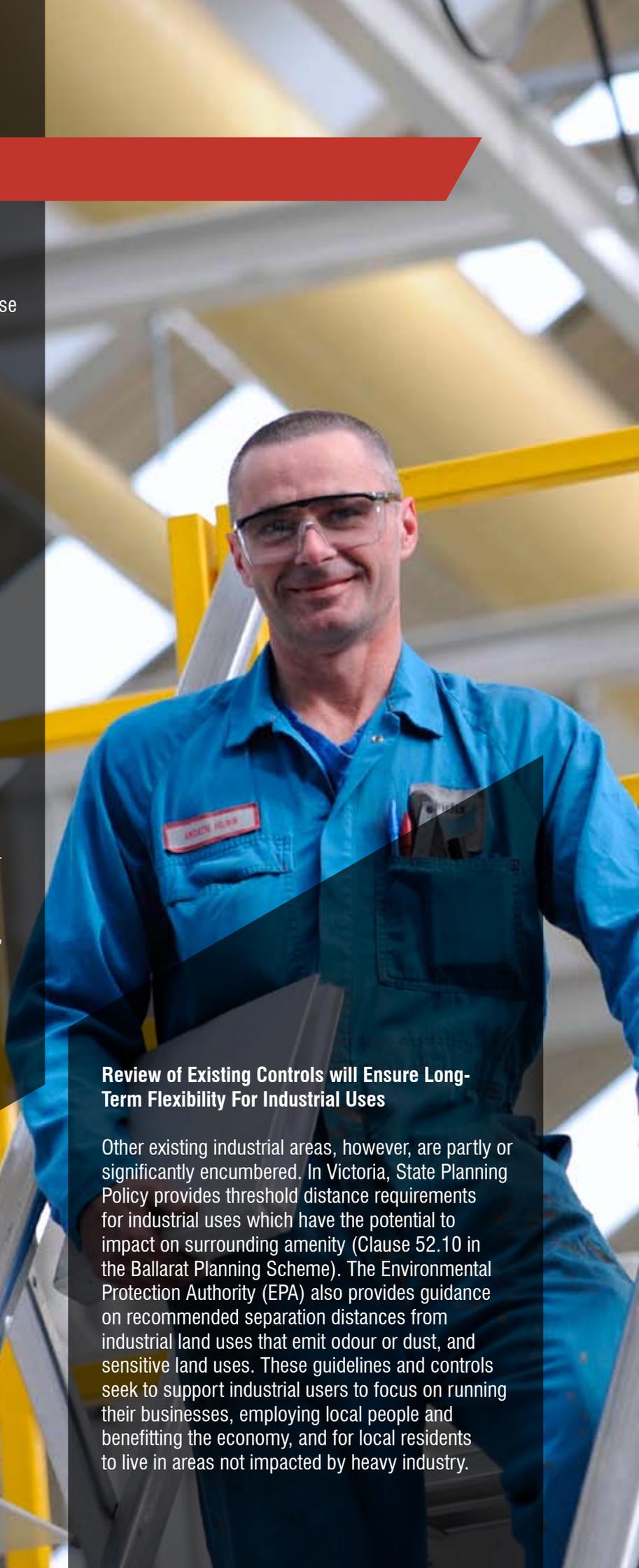
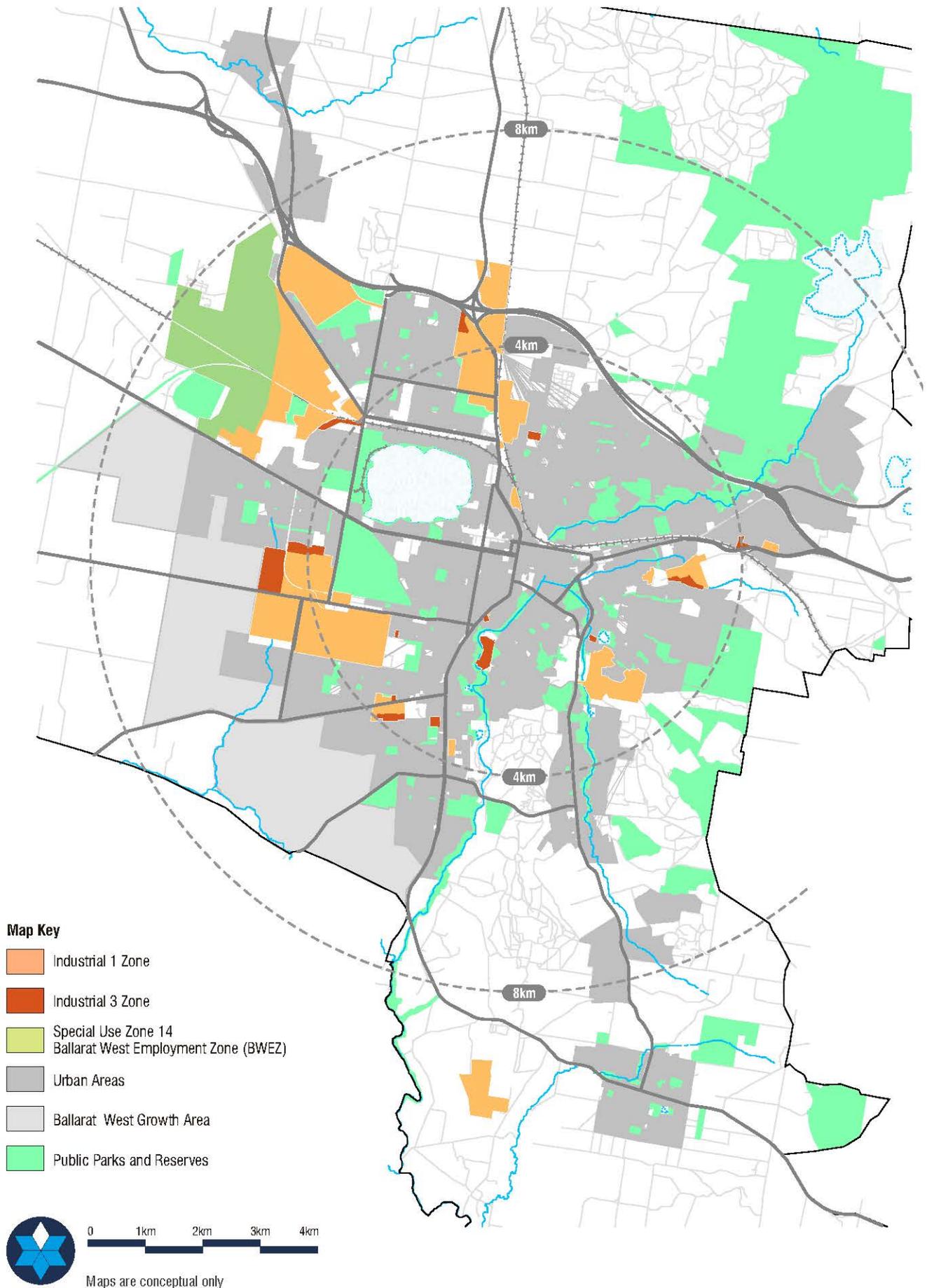


Figure 6 Industrial Areas



Deliver the Ballarat West Employment Zone as a Key Regional Employment Growth Area



Initiative 1.12 – Continue to work in partnership with the Victorian Government to deliver the Ballarat East Employment Zone

Development of the Ballarat West Employment Zone (BWEZ) will be a key driver of future sustainable economic growth and innovation in Ballarat. BWEZ is planned to support 9,000 jobs and \$5 billion of economic activity. External funding of the full BWEZ Master Plan is required for the area to reach its potential. Stage 1 of BWEZ has already been funded, and is currently being delivered. It includes:

- An initial release of around 60 hectares of industrial land
- The construction of the main boulevard entry road and internal roads within Stage 1
- The provision of all services including, gas, electricity, water, sewer, data and telecommunications.

It is critically important to subsequent stages that each stage is funded and delivered in a timely manner in order to reap the full benefit of the investment. It is important for the four catalyst projects to be advanced, these include:

- A Bio Economy Innovation/Research and Development Centre that provides the intervention needed to secure Ballarat's future role in the high-value sectors of manufacturing

and research & development. This will support industry transition, innovation and will support companies to refine and develop technologies in the industrial Bio Economy space

- A Waste to Energy Plant that reduces energy cost to ensure a more cost competitive environment for businesses and a sustainable solution to the region's waste
- The BWEZ Freight Hub which is a 16 hectare freight handling facility. The freight hub is designed to improve transport efficiency, service the growing freight demands of the region (expected to double in the next 30 years) and improve the cost competitiveness of regionally located firms
- The Ballarat Western Link Road will provide an important connection between existing transportation infrastructure, the Employment Zone and residential development in Ballarat West. It will be an important road link between the City of Ballarat and its surrounding areas.

City of Ballarat will continue to collaborate with the State Government to deliver the infrastructure and enabling works required for BWEZ to reach its full potential.

Implementation

Linked Initiatives

- Initiative 4.7 – Complete the Western Link Road from the Western Freeway to the Midland Highway
- Initiative 4.15 – Improve the efficiency of supply chains by delivering Ballarat's developing regional transport gateway (Ballarat West freight hub and Ballarat Airport)

Key Actions

Short – medium term

- Work in partnership with the Victorian Government to deliver remaining stages of the Ballarat West Employment Zone, including a Bio Economy Innovation/ Research and Development Centre, Waste to Energy Plant, Ballarat Freight Hub

Further Information

- Ballarat West Employment Zone Master Plan 2012

Plan for Industrial Land in Appropriate Locations



Initiative 1.13 – Protect key industrial land from encroachment by sensitive uses and support its growth through infrastructure and transport

Whilst retail and services based employment centres often benefit from increased numbers of people living close by, most industrial and some commercial areas require separation from encroachment by sensitive uses. Identification and protection of these key local employment areas is fundamental to their long-term viability. This work commenced with the *Ballarat Review of Future Industrial Areas* (2009), which led to strengthened planning controls that protect key industrial areas. For the Delacombe Industrial Area, the Ballarat West Precinct Structure Plan also brought in a carefully-designed interface to new housing that protects buffers for industry and includes noise management works.

Applications for sensitive land uses will be assessed to ensure they do not impinge on industrial uses.

Initiative 1.14 – Support the transition of constrained industrial areas to less intensive uses where the long-term viability of industrial use has been compromised

Some land is zoned for heavy industrial uses through historical circumstance, but is now not suitable for industrial activity. Over the past seven years Council has reviewed these and begun transitioning some to other uses, for example, through rezoning. While there are usually issues of contamination to be resolved with such a transition, this can be successfully undertaken in many circumstances.

Examples of areas zoned for heavy industry but heavily impacted by sensitive uses include:

- Land north of Norman Street, generally between Creswick Road and Dowling Street, which due to historical reasons is already surrounded by housing
- Land in urban areas at the entry to Ballarat in Ballarat East, including a parcel opposite the Museum of Australian Democracy at Eureka (M.A.D.E), and land to the west of Stawell Street. These parcels are completely embedded in urban areas, and are historical legacies.

Council will continue to work with landowners who seek to transition such land to less intensive uses.



Example of industrial zoned land surrounded by sensitive uses

Implementation

Key Actions

Ongoing

- Continue to protect key industrial precincts from encroachment by sensitive uses, in accordance with the Ballarat Planning Scheme provisions introduced by Amendment C138
- Continue to work with land owners seeking to transition compromised Industrial 1 Zone to less intensive uses, in accordance with the recommendations of the *Ballarat Review of Future Industrial Areas* (2009) and Planning Panel report for Ballarat Planning Scheme Amendment C138

Supporting Actions

Short term

- Review planning for the Industrial 1 Zone land west of Buninyong in proximity of Scotchman's Lead Road, with a view to ensuring that it is appropriately protected for future use by heavy industry

Further Information

- EPA Guideline for Environment Management: Recommended separation distances for industrial residual air emissions 2013
- Ballarat Review of Future Industrial Areas 2009
- Urban Development Program: Industrial Land Report 2009

Streamline Planning Processes for Development Applications in Key Employment Areas



Initiative 1.15 – Continue to streamline planning processes to reduce wait times and increase certainty regarding applications

As outlined in the Victorian Government's land use planning blue-print, *Plan Melbourne*, there are opportunities to extend the streamlined VicSmart approvals process to include not only residential land, but also commercial and industrial applications. VicSmart seeks to strengthen investment attraction and make the land development process easier by enabling faster assessment of straightforward, low-impact planning permit applications. City of Ballarat was one of the first Council's in Victoria to implement the VicSmart process into its planning scheme for developments in heritage areas, and would support further opportunities to implement VicSmart for other types of applications.

Council has recently undertaken significant internal process reform in an effort to decrease wait times for a decision on planning applications. Statewide reforms could further improve efficiency.

Implementation

Supporting Actions

Ongoing

- Continue to refine and streamline internal processes to minimise the time taken for a decision on development applications
- Support wider application of the VicSmart planning assessment process to further streamline the assessment of planning applications

Further Information

- Plan Melbourne 2014 [refer Initiative 1.1]



Development Infrastructure

There are long timelines associated with the development of any major infrastructure. Rapid changes in demand are difficult to respond to in a timely manner unless long-term strategic planning has been undertaken to prepare for the long-term need. This reality means the forecast number of people, types of jobs, business needs, housing, resilience to natural hazards and the climate all need to be planned for now.

The Ballarat Municipality is well serviced by inter and intra-state freeway access and passenger and rail freight connections, high pressure gas, reliable bulk water supplies and secure energy sources. These regional scale infrastructure elements are considered 'city shaping' as they can be a key decision-making element in integrated transport and land use planning. It is common sense to build on regional strengths, and Ballarat's proximity to key infrastructure is one significant economic advantage. Finding innovative ways to better use existing assets is an important long-term strategic objective.

New development brings with it significant benefits, but also costs. Keeping those costs down through integrated strategic planning strategies, such as the Ballarat Strategy, is critically important to keep rates down and value for money for those rates as high as possible. Developing in some areas may cost significantly less than in others, whilst resulting in the same number of dwellings. Decision-making about which areas should grow and change the most can have significant cost implications for the wider Municipality.

Existing Infrastructure Planning

Significant regional scale planning has already been undertaken through the development of the *Ballarat Regional Capital Plan (2013)* and *Central Highlands Regional Growth Plan (2014)*. Both plans require funding from all levels of government and the private sector for full delivery.

The Ballarat West Employment Zone is being developed as part of a package with key transport initiatives.

- Stage 1 of the Ballarat Western Link Road, currently being built, will provide direct access from the Employment Zone to the Western Freeway.
- The Employment Zone also includes a new Ballarat West Intermodal Freight Hub, a 16 hectare freight handling facility which will include warehouses, hardstand, access roads, fencing, buildings, a weighbridge, truck wash, container storage and rest areas.
- The City of Ballarat, in partnership with other regional municipalities and the State and Federal Governments, will continue to pursue significant regional infrastructure investments that support efficiency and productivity for Ballarat and wider Central Highlands Region.

Infrastructure is a key enabler of development, growth and prosperity in Ballarat towards 2040.

Leverage City Shaping and Local Scale Infrastructure



Initiative 1.16 – Monitor civil infrastructure capacity and support service authorities to expand where required

In 2014, Council commissioned a review of civil infrastructure across the municipality. In general it identified Ballarat as being well serviced. With appropriate ongoing investment by both governments and relevant servicing authorities, the civil infrastructure in Ballarat can cope with forecast demand. The review also identified the importance of recognising cost implications of civil infrastructure in long-term strategic planning and outlined the following as key civil infrastructure considerations for Ballarat's future:

- Potable water
- Wastewater
- Flooding and drainage
- Electricity
- Gas
- Telecommunications.

Potable Water

Potable water, supply infrastructure is considered secure towards 2040. As the climate changes however, the availability, supply and demand on water resources may

change markedly. The Ballarat region has sufficient yield to service its potable water demand for at least the next 25 years, without major augmentation:

- The recently installed Goldfields Superpipe has significantly improved the water security of Ballarat against any future drought conditions
- No upgrades to the current White Swan and Lal Lal Water Treatment Plants are required up to the design horizon year of 2040
- With respect to the planning of new infrastructure required for any particular developments, Central Highlands Water analyses the effect on the existing network and determines the optimum infrastructure upgrade or augmentation required taking into account other possible future developments
- There is adequate space on site at both the White Swan and Lal Lal Water Treatment Plants for additional treatment modules to be installed to increase their capacity if required.

Specific water management issues are discussed in **Section 5**.

Wastewater

Similarly with wastewater, supply infrastructure is considered secure towards 2040:

- With planned augmentations, the Ballarat North and Ballarat South wastewater treatment facilities are expected to have adequate capacity to meet the wastewater treatment requirements of Ballarat until 2040
- The Ballarat wastewater collection system capacity is being augmented in accordance with growth area development requirements (assuming logical sequencing development will occur). Some parts of the existing catchment are at capacity and require further augmentation to accommodate future growth in these catchments
- The existing wastewater treatment facilities are well developed and the current facilities for wastewater treatment can therefore be assumed to be adequate until around the design horizon year 2040. With ongoing investment both the services are expected to be secure until at least 2040. With ongoing investment both the services are expected to be secure until at least 2040
- Ballarat is likely to be best serviced by maintaining the existing wastewater treatment plants, as opposed to constructing (a) new plant(s). It will be important to maintain buffer zones around the wastewater treatment plants to avoid encroachment from future development.

Flooding and Drainage

Given Ballarat's historical setting on alluvial gold fields, characterised by regular seasonal flooding across marshlands and along rivers and creeks, flooding is an important issue requires careful consideration and management. It is not considered possible or feasible to engineer drainage solutions to entirely mitigate flooding. Instead, an approach to minimising impacts of flooding in new areas is recommended along with ongoing implementation of planning controls to identify areas of potential flood risk for current and future landowners:

- It is strongly recommended all new developments are undertaken outside the 1 in 100 year ARI (Annual Exceedance Probability) flood areas and/ or should this not be possible to achieve, strictly controlled
- In general, areas developed prior to 1990 have undersized drainage infrastructure and areas developed prior to around 1970 may have significantly undersized drainage infrastructure. Areas developed after 1990 will have adequately sized drainage infrastructure

- Network augmentation to expand the existing drainage network will be required to service any new developable areas and will need to comply to the typical design standards required by the relevant referral authorities to ensure adequate capacity is achieved
- There is no expectation the current flood problems should be solved as part of future development works, nor should those problems not be exacerbated by the future development
- New developments would be best serviced by installing new and additional drainage infrastructure.

The wider issues of flood and drainage management are discussed in **Section 5**.

Electricity

Electricity supply infrastructure is considered secure towards 2040:

- There is no design horizon applicable to the electricity supply within the Ballarat region
- The Ballarat region is well-serviced and has sufficient supply to meet its seasonal requirements from the current transmission and distribution network electricity networks
- Network augmentation to expand the existing electricity network is achievable and will be required to service any new developable areas
- Powercor ensures that sufficient electricity supply is provided for all developable areas based on any additional demands.

Opportunities for local biomass co-generation in the Ballarat West Employment Zone are discussed at **Initiative 1.12**.

Gas

Gas supply infrastructure is considered secure towards 2040:

- SP AusNet undertake ongoing network capacity modelling to ensure that sufficient supply is provided to the consumer
- SP AusNet estimates that there is approximately 20% additional capacity available after the City Gate to service the existing demands
- The capacity of the gas supply is sufficient to cater for the peak and any seasonal demands as required
- Network augmentation to expand the existing gas supply network will be required to service any new developable areas.

Telecommunications

In terms of telecommunications, the National Broadband Network (NBN) is expected to reach all residents and areas of Ballarat Municipality by 2021. Over the short-term, the installation of NBN infrastructure is causing concerns for some local community members. Mobile phone black spots remain of concern in some rural communities in Ballarat and adjacent shires:

- The Ballarat region has adequate network of copper cable including the recent addition of the NBN infrastructure to satisfy the current demands

- The roll-out of the NBN telecommunication network will provide high speed broadband services to the Ballarat region into the future
- There may be isolated pockets within the region that are not currently earmarked to be upgraded to the NBN, however the NBN is planned to reach all Australians by 2021 regardless of where they live.

City of Ballarat will continue to collaborate with the respective servicing authorities to ensure land use planning is fully integrated with infrastructure specific plans and strategies, over the long-term.

Initiative 1.17 – Make land use decisions which best utilise existing infrastructure and minimise the cost burden of servicing new development areas

The civil infrastructure assessment also identified growth in different parts of Ballarat as having different infrastructure costs. Some possible growth locations impose high costs for network augmentation while others are lower. For example, some areas are expensive to sewer because of downstream capacity constraints, while others have existing sewer infrastructure capacity and are therefore very low cost places for growth. Since these servicing costs are passed on by the developer and end up being borne by the wider community, for example through higher rates and charges and more expensive residential lots.

Overall, the assessment found civil infrastructure costs were almost always lower for growth in existing areas than in fringe urban growth. Some fringe growth areas are also higher cost than others, making it very important to consider infrastructure impacts prior to rezoning land for development. These issues have been taken into account in the Housing initiatives in **Section 3**.

Initiative 1.18 – Advocate and collaborate for delivery of key regional infrastructure priorities

The *Central Highlands Regional Growth Plan* (2014) provides guidance on a suite of agreed regional infrastructure priorities, including:

- Development of the Ballarat Airport Emergency Service Hub
- The ongoing improvements to National Broadband Network (NBN) services, 4G mobile data and voice coverage
- Ensuring ongoing supply of reliable and affordable energy for large-scale industrial and commercial users, 'waste-to-energy'
- Ongoing provision of reliable and cost-effective gas, suitable for use by certain energy intensive industrial users
- Continuing to explore the opportunity to establish an energy co-generation plan within the BWEZ, using both natural gas and biogas (methane produced from the breakdown of waste) to produce energy for local industry

- Maintaining the long-term sustainable supply of water to regionally significant environmental and recreational hubs including Lake Wendouree and Lake Burrumbeet
- Ensuring appropriate bulk water continues to be made available through the Goldfields Superpipe, to future-proof Ballarat and the region from potential periods of drought
- Continue to work in partnership with Central Highlands Water on opportunities to achieve greater use of recycled water.

Council will continue to collaborate with regional and state partners to deliver these key priorities that are so vital for the future of Ballarat and the Central Highlands Region more generally.

Implementation

Linked Initiatives

- Initiative 3.1 – Take practical steps to encourage 50% of future housing development in Ballarat to occur within established neighbourhoods
- Initiative 3.6 – Clarify the feasibility of future greenfield areas, and then engage with local communities on what this may mean for their area
- Initiative 3.7 – Support applications for additional greenfield land supply, in addition to Ballarat West, only where it supports Ballarat as a compact, highly liveable and well-connected city
- Initiative 4.12 – Support implementation of regional transport priorities Initiative 5.13 – Collaborate with the State Government and key regional stakeholders to pursue consistent and improved management of water resources
- Initiative 5.17 – Manage development in flood prone areas in a best practice and proactive manner
- Initiative 5.23 – Strive to be the renewal energy usage capital of Victoria
- Initiative 5.24 – Work with the community to reduce the amount of waste sent to landfill by 65%

Key Actions

Ongoing

- Consider civil infrastructure servicing costs as part of integrated land use planning for all major greenfield development proposals
- Pursue regional and partnership opportunities to implement relevant priorities identified in the *Central Highlands Regional Transport Strategy and Central Highlands Regional Growth Plan (2014)*.

Supporting Actions

Ongoing

- Work with the State Government and key service agencies to monitor civil infrastructure capacity against growth in demand
- Continue advocating for improvements to mobile phone network coverage and the rapid roll-out of NBN coverage across all of Ballarat and the surrounding region
- Work with local communities and telecommunications providers to mediate an outcome on contested applications for new NBN and mobile phone towers.

Further Information

- Ballarat Civil Infrastructure Assessment 2014
- Central Highlands Regional Growth Plan 2014
- Central Highlands Regional Transport Strategy 2014
- Central Highlands Region Infrastructure Study 2013

Tourism

Ballarat Regional Tourism aptly describes Ballarat as:

Where the Past, Present and Future Meet

*Ballarat gets your heart pulsing and taste-buds dancing with wine bars, breweries, award-winning restaurants, festivals, tracks and trails and oh so much more. It's a melting pot of cultural and sporting events, gastronomic treasures and hints of the past. It's a place steeped in the history of the Eureka Rebellion and the golden era of the 1850s. It's the heritage backdrop to your totally modern escape.*¹⁸

The visitors seem to like what they see. More than 2.19 million visitors came to Ballarat in 2013/14.¹⁹ Year on year growth has seen domestic overnight visitors increase 13%, domestic day trips increase 10% and international visitors increase 3.6%. Towards 2040, tourism will continue to be a vital part of the Ballarat economy. The challenge is to keep the tourists coming, get them to stay longer and enjoy more of what Ballarat has to offer. The tourist of the future will have higher expectations in terms of what they can do, how they can do it and will probably have less time to actually enjoy it. Ballarat needs to continue to improve its tourism experience, in response to changing expectations. Land use planning can play a big part in that transition.

As tourism relates to such a wide range of components of Ballarat, it is supported throughout multiple areas of the Ballarat Strategy. Opportunities to improve transport connections, out of hours activation of the city, quality of the public realm, and activation of Lake Wendouree are just some of the many initiatives that will support our tourism experience. A great city for its residents tends to be a great city for its visitors as well.

Specific initiatives in this section relate to opportunities for land use planning, design and built form outcomes to benefit particular sites and destinations.

¹⁸ Visit Ballarat Website visitballarat.com.au

¹⁹ National and International Visitor Surveys, YE June 14, Tourism Research Australia (TRA)

Achieve a Higher Quality Visitor Experience to Ballarat, its Culture and Key Sites



Initiative 1.19 – Improve the visitor experience to Ballarat by upgrading key access corridors and providing better information about our key tourism assets

Over the past ten years, Council has made a significant investment into improving Ballarat's key entrances, including signage and plantings.

The management and design of entrances are currently guided by the Ballarat Entrances Strategy 2006. This document outlines the vision for entrances as being to:

- Contribute positively to Ballarat's image and presentation
- Welcome and direct visitors to points of interest
- Provide 'journeys' of experience into and through the city
- Articulate Ballarat's past, present and future
- Enhance points of historical, cultural and natural interest
- Be valued by the community who contribute to their care.

These objectives are in many respects timeless, and so will continue to be supported towards 2040. However, over the long term the physical form and function of gateways will need to evolve as the city continues to grow and mature. Review and redevelopment of gateways will need to occur periodically to ensure the physical form upholds the key design principles of the existing entrances strategy, which includes:

- All key entry features to acknowledge the traditional land owners – the Wadawurrung People - with ongoing consultation to ensure appropriateness
- Plant large street trees as key elements in all the entries wherever practical and within clear zone guidelines
- Define clear planting themes that reflect the local landscape character (exotic/ native)
- Consider rationalising signage along all the entries but especially within the vicinity of gateway features
- Install bold themed sculptural entry signs on the urban fringe to clearly articulate a sense of community pride and vibrancy
- Maintain municipal boundary signs with proposed modifications to highlight Wadawurrung Country. These signs subject to Council's various signage and branding strategies

- Take all opportunities to remove or retrofit existing power lines that detrimentally impact on the local amenity, impede existing/future tree planting schemes, or restrict full development of the strategy recommendations
- Install landmark features/sculptures with individual artistic merit in appropriate locations
- Encourage adjoining property owners to add to the various themes articulated in the strategy by appropriate landscape treatments, signage and fencing.

Links between key sites are as important as entrances. Some currently provide excellent amenity, such as the link along Sturt Street from the CBD to Lake Wendouree. However, others do not put our city's best foot forward. For example, the link along Main Road from Sovereign Hill to the CBD is run down in places and lacks street trees. This Strategy proposes to address these links as well as the entrances themselves.



Initiative 1.20 – Improve the transport options and travel experience between key tourism sites

Ballarat is an easy city to get around if you have your own car. Many of our visitors enjoy a variety of Ballarat's key sites and attractions by driving between them. Many more arrive on organised bus trips, and enjoy sites on their itinerary. If these bus travellers stay overnight, they are able to access sites, restaurants and entertainment within walking distance. The public bus services are available, but infrequently used by visitors. There needs to be new and easier ways to travel between key tourist sites, for those visitors without their own car.

Over the short-medium term Council will work with the tourism industry to develop new, convenient and logical ways to move between key tourist sites and the CBD. Cycling and walking connections, direct bus connections and a range of other options will be investigated with stakeholders, to make Ballarat a more convenient place for visitors. The result will be visitors are able to access many more of Ballarat's attractions than currently. For visitors staying in hotels outside the CBD, it will enable them to engage and enjoy the centre of the city as it continues to develop as the key centre of activity and entertainment.



Initiative 1.21 – Improve the visitor experience in the precinct surrounding Sovereign Hill

Sovereign Hill is Ballarat's key tourist drawcard and it provides an excellent visitor experience.

However, the precinct it is in – particularly around Grant Street and Main Road – does not meet this standard. For many first-time visitors, this will be the only part of Ballarat that they see. For the city to attract repeat visits and longer stays, the visitor experience must be supported in the public realm as well as in Sovereign Hill itself. Public realm improvements may also encourage more businesses to start in the precinct, further capitalising on Sovereign Hill's pulling power. Council will make amenity improvements to the public realm around Sovereign Hill, in conjunction with the access routes between the city entrances, CBD and Sovereign Hill.

Sovereign Hill will be investing in a redevelopment of the internationally acclaimed nightly sound and light show, *Blood on the Southern Cross*. In addition, Sovereign Hill seeks to develop an international hotel on Main Road, adjacent to the outdoor museum. This will form part of the impetus to drive the change in that precinct. Council will continue to support Sovereign Hill as one of our biggest tourism contributors to the region.



Source: Sovereign Hill

Implementation

Linked Initiatives

- Initiative 1.2 – Facilitate jobs growth through local area planning for each regionally significant economic precinct
- Initiative 1.10 – Encourage night-time, out of hours and out of season activation of the CBD's public spaces through arts, culture, events and illumination
- Initiative 4.1 – Set transport policy to guide the transition towards a more sustainable and resilient transport system appropriate for a larger Ballarat
- Initiative 5.2 – Invest in Ballarat's point of difference – heritage, streetscapes, the CBD, lifestyle and our green city – as a key driver of our economy
- Initiative 5.6 – Better interpret our rich historic, cultural and natural landscape

Key Actions

Short – medium term

- Develop and implement a public realm plan for key tourist routes between entrances, the CBD and Sovereign Hill, as well as the Sovereign Hill Precinct itself
- Investigate opportunities to improve transport connections between key tourism destinations and sites, as part of developing a sustainable transport strategy

Ongoing

- Continue implementation of the recommendations of the Ballarat Entrances Strategy 2006, particularly related to tree planting and other long-term improvement opportunities
- Continue to enhance the identity and promotion of local food for tourism

Further Information

- Ballarat Entrances Strategy 2006
- Ballarat Destination Management Plan 2014

Township Areas

Over the next 25 years the township and rural communities will change and evolve. Agriculture is trending towards larger farms and more innovative use of technology, which employs fewer people. The average age of farmers is also continuing to increase. Less people are expected to be working on farms in the municipality in 2040, but more people are expected to be living in the townships, as people seek to continue living in their local community, even when no longer on a farming property. The expectations and aspirations of township communities are likely to change.

Council has a significant role to play in supporting township areas to manage change, and prosper over the long-term as important hubs of local community. Given townships face very different challenges and opportunities to urban communities, they need local consideration of their unique situations.

A large, modern township sign for Buninyong. The sign features a base of stacked grey and brown stones, topped with a smooth, grey metal panel. The word "Buninyong" is mounted on the metal panel in large, raised, light-colored letters. The sign is set against a background of green trees and a clear sky.

Buninyong

Empower and Support Rural and Township Communities



Initiative 1.22 – Actively engage with township communities to develop and then implement a long-term community vision

Council's Township Empowerment Program has been working with local communities in Buninyong, Miners Rest and Learmonth to improve local spaces and build the sense of local identity. In support of the project, an allocation of \$100,000 was made in 2014 to each of these towns for project development and enhancement. This highly successful program is an example of how practical opportunities for the community to work together on shared local projects can have wide-ranging benefits. Continued financial and in-kind support of community driven initiatives are important to long-term empowerment of small communities and are proposed to continue.



Initiative 1.23 – Undertake local area planning for townships to support growth and development whilst protecting local values

Local townships are valued by residents for their character, community and lifestyle. They represent a different style of living to urban Ballarat and contribute to the diversity of lifestyle and choice in the municipality. Services and infrastructure are unique to each township, many areas are not serviced by water and sewerage and properties are instead self-reliant. Many residents like it that way.

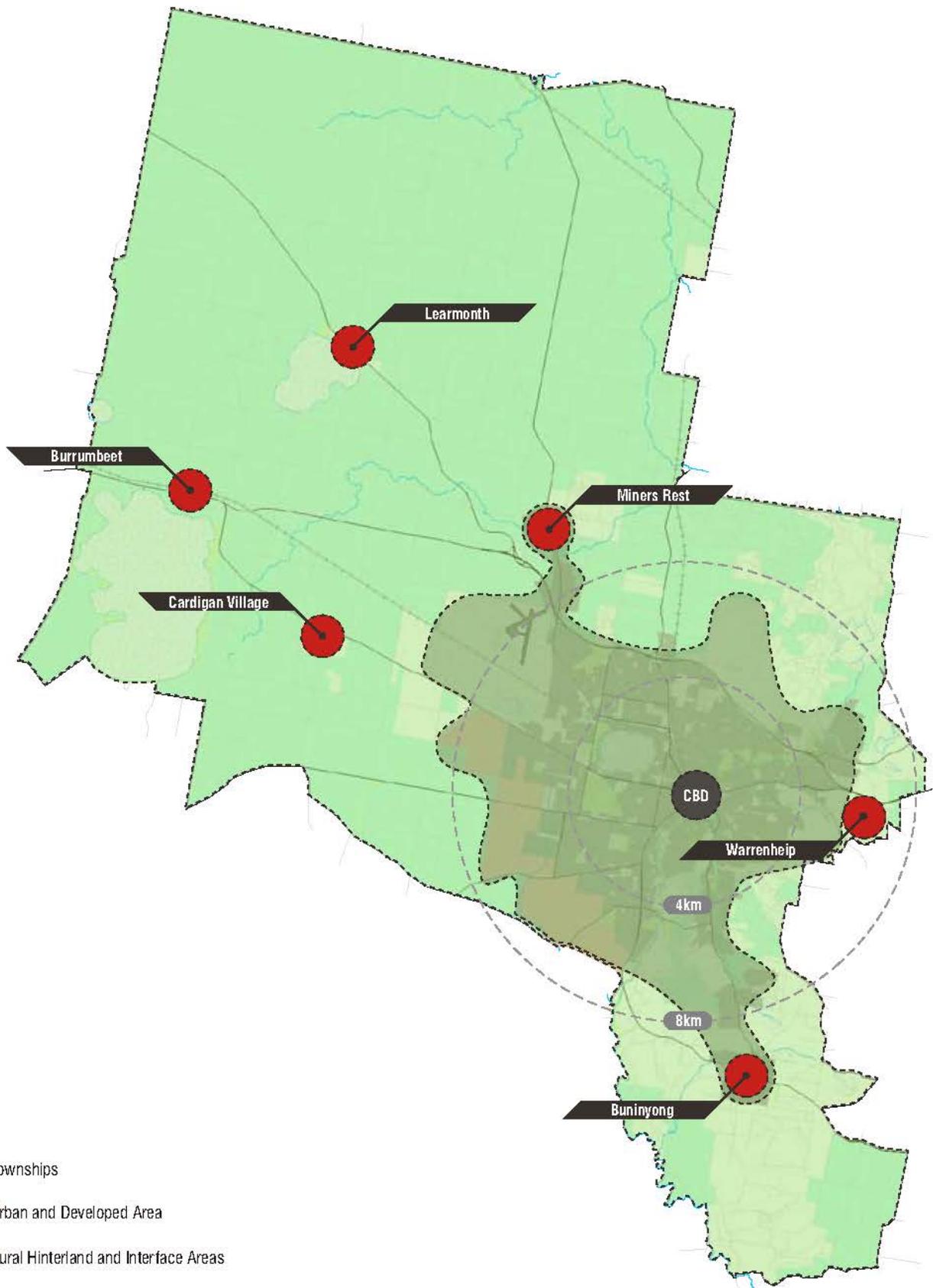
In recognition of the unique nature of each township area, Council will work with local communities to develop local area plans to guide their long-term future direction. These plans help communities define a shared vision for their township or area, and guide decision-making over the long-term to achieve it.

Local area plans are to be prepared for the following townships:

**Buninyong | Burrumbeet | Cardigan Village
Learmonth | Miners Rest | Warrenheip**

There will be varying views regarding the future for each township. Understanding this range of views, and reasons for them is an important part of the process. Local area planning provides a forum for this debate and discussion, in a structured, constructive and forward looking way. This overarching Ballarat Strategy recognises the unique needs, challenges and opportunities of township areas, and proposes local area planning as the best way forward. Specific detailed plans for townships are not proposed in this document as they need to be developed in partnership with the communities themselves. Local people must decide their own long-term aspirations.

Figure 7 Township Plan



Initiative 1.24 – Continue to support local communities to generate opportunity and employment in township areas

Whilst a diverse range of council services are not proposed for each township area, provision of appropriate supply of these services across Ballarat will ensure township residents are able to access the services when they need them. Given the relatively compact nature of the city, and excellent road and freeway linkages, ongoing investment in community centres and multi-use hubs will provide the ongoing ability for non-urban residents to continue to access community and social services, even as the urban population grows significantly over time.

The potential for appropriate and well-managed growth and diversification of townships in targeted areas is to continue to be supported. Feasibility work is underway on development proposals around the Miners Rest Quarry and an area south of Buninyong, for example, which may present opportunities for investment in these communities. Appropriate development proposals that support the sustainability and viability of township centres will continue to be assessed on their merits and potential community benefit.

Initiative 1.25 – Better connect township areas so people, skills, knowledge and opportunity can move more freely

Physical Connections

In addition to the existing road connections currently linking township communities, there is significant opportunity for improving other types of connections. Ongoing development of walking tracks and trails both within and between township centres would help support healthier and more physically active communities. Opportunities to pursue the opening of former railway land as rail-trails, similar to the Ballarat to Skipton Rail Trail, for example, offers the potential to link communities and provide tourism and related economic spin-offs. The Learmonth Pathway to Growth program is a current example of where the extension and upgrading of walking trails and facilities around Lake Learmonth, funded by the State Government, will significantly increase the amenity of the area and provide new opportunities for tourism and economic development.

By 2040, a regional trail network could provide safe off-road connections within and between major township areas. City of Ballarat will continue to work with township communities to identify key initiatives to help improve the fabric of their towns and improve their sustainability, health and vibrancy of the area over the long-term.

Digital Connections

Advocating for improved digital connections such as NBN and mobile phone coverage helps support rural businesses and reduce the need to travel to work for those who could do more work from home. Improving the ability for rural and township residents to access clients, customers, education and training using modern technology opens new doors for employment and economic growth in areas traditionally focused on primary production. Improvements in communications are also crucial in times of natural disasters, and help support better-preparedness and resilience to extremes of weather and natural disasters. As these investments are beyond the realm of local government to provide, it is proposed Council continue its active lobbying role to State and Federal Governments and the private sector on behalf of these communities.

Implementation

Linked Initiatives

- Initiative 3.9 – Engage with local township communities to identify their long-term housing aspirations and clarify what role Council can have in supporting that vision
- Initiative 5.3 – Identify community values, landscape values and acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments to attract and support

Key Actions

Short – medium term

- Engage with township communities through local area planning to determine strategic long-term opportunities

Ongoing

- Continue Township Empowerment program and support for local projects

Supporting Actions

Ongoing

- Continue to support growth in local jobs and business opportunities in township areas, whilst protecting their unique local character
- Continue to collaborate with the Federal and State Government to improve physical and digital connections in small towns, including delivery of the NBN and funding for mobile phone black spot removal

Enable the sustainable change of the 10 Minute City by promoting neighbourhoods as active, safe and socially connected places that exhibit the Ballarat lifestyle valued by residents.

SECTION

2

Settlement for a Highly Liveable Ballarat



Settlement for a Highly Liveable Ballarat

As Ballarat grows, it will be important to manage the change sustainably. Our new residential areas and existing suburbs will need to accommodate many more people, which will necessitate improvements to the City's urban form and amenity to create safe, high quality and inviting public places, services and facilities for all. New and innovative land use and transport directions are required to face the challenges of a larger city.

Ballarat Imagine identified the key concept of the '10 Minute City' to guide decision-making. The '10 Minute City' ties liveability and accessibility together in the Ballarat context, providing a guiding principle for the type of city that Ballarat should be in the future, even as it confronts new and emerging challenges from a larger population. Towards 2040, Ballarat cannot afford to lose what it is which makes this place special.

The following are the key policy directions proposed to specifically support community health, wellbeing and liveability. Like all sections of the Strategy, they are underpinned by the guiding principle of Ballarat as a '10 Minute City':



The Plan for Change Towards 2040

10 Minute City

Facilitate Better Access to Local Services and Facilities

- 2.1 – Work towards all urban residents being able to access most of their daily needs within 10 minutes walk or cycling from home

Liveability, Health and Well-being

Plan for a Healthy and Inclusive Community

- 2.2 – Place greater emphasis on people at the centre of infrastructure design in public places
- 2.3 – Support health and well-being outcomes by ensuring new developments appropriately plan for, and contribute financially towards, community infrastructure required in complete neighbourhoods
- 2.4 – Support community led opportunities for a healthier, safer, more active and inclusive community

Improve the Public Realm

- 2.5 – Improve town centres to provide better gathering and meeting spaces, appropriate to their roles as community centres
- 2.6 – Require new development to align with best practice urban design principles

Focus Long Term Decision-making on the Needs of Children and Communities

- 2.7 – Be responsive to the family and personal impacts of land use decisions, particularly on children
- 2.8 – Require community infrastructure to be fully integrated into the fabric of future plans for greenfield development

Minimise the Harm Caused by Electronic Gaming Machines

- 2.9 – Continue to control where poker machines can be located, to minimise their impact on vulnerable communities

Embrace Cultural Diversity

- 2.10 – Recognise and adapt our plans, strategies, policies and procedures to engage with an increasingly diverse community

The '10 Minute City'

The '10 Minute City' concept in Ballarat reflects community aspirations to maintain existing levels of access to destinations and services even when the city grows over time. It supports the ability for all residents of Ballarat to be able to do more of their day to day shopping, accessing of services, and business in local neighbourhood centres. It also promotes the improvement of walking and cycling connections in local neighbourhoods so residents find it easier to move around and reduce the need to use the car for short-journeys

Ballarat is currently a '10 Minute City'. At non-peak times it is possible to reach most areas from the centre of town within a 10 minute drive by car. Access to local shops, schools, services and facilities are also very good. That level of accessibility is valued by the community. The challenge over the next 25 years is to maintain accessibility as the population swells by over 60,000 people and congestion increases, even with upgrades to existing infrastructure.

The '10 Minute City' concept seeks to support complete, liveable neighbourhoods within a compact city, based around:

- Compact city form
- Complete local neighbourhoods
- Land uses and precincts supporting jobs, productivity and efficiency
- High quality local connections.

The concept does not mean all areas outside 10 minutes from the CBD are forgotten. Far from it. This principle is equally as relevant to the rural and township areas of the Municipality as it is for the urban centre. Improved ability to move around township and rural areas supports a more inclusive and active community. Greater diversity of services and businesses in suburban locations also brings those services closer to the hinterland areas, potentially reducing the distance required to drive to access them. The essence of the '10 Minute City' is that the community currently enjoys being able to move across the city with ease, and with limited impact of congestion. This principle supports rural and hinterland residents who also indicated through Ballarat Image they wanted to continue to be able to easily move through the city for their daily business, even when the population is significantly greater than today.

The concept also doesn't mean development stops at an 8km ring from the CBD. Rather, it highlights the relative merits, constraints and opportunities for Ballarat as a compact city, when making decisions on growth and change.

10 Minute City underlies all elements of the Ballarat Strategy. Parts of the discussion in this section overlap with other sections but highlight the importance of this principle to the management of growth and change in Ballarat over the long-term.

Facilitate Better Access to Local Services and Facilities



Initiative 2.1 – Work towards all urban residents being able to access most of their daily needs within 10 minutes walk or cycling from home

Today, most Ballarat properties are close enough to parks, businesses, frequent public transport, schools and other amenities to safely and easily walk or bike to meet their daily needs.

By 2040, in a larger city, all Ballarat urban residents should be able to safely and easily walk or bike to services and amenities. The street system and built environment will make walking and biking preferred ways of accessing local destinations and the public transport system.

Access to daily needs within 10 minutes walk or cycle can be achieved through the following:

Compact City Form

There is a need for housing growth patterns to reinforce the 10 Minute City:

- The CBD has the highest levels of access to public transport, jobs and services, but contains less than 300 residents. A step-change in inner city housing in the CBD offers enormous potential for significantly more people to live in this prime location (refer **Initiatives 1.7 and 1.8**)
- Infill development is being encouraged within 400m of public transport, with active encouragement of development in Convenience Living Corridors within 200m of the future frequent public transport corridors (refer **Initiatives 3.1, 3.2 and 3.3**)
- Unplanned and dislocated greenfield developments have long-term costs to the community and can result in poorly connected services if not properly planned in appropriate locations with access to key services such as the public transport network. Criteria are to be adopted to consider future applications for greenfield development – based around the compact form, transport accessibility and opportunity to develop complete neighbourhoods (refer **Initiative 3.7**).
- Strategically located sites, with an unclear land use future, have been identified. Some may have the opportunity for large-scale housing development, in well-located areas which uphold the '10 Minute City' principle (refer **Initiative 3.4**).

Complete Local Neighbourhoods

The term 'complete neighbourhood' refers to a neighbourhood where one has safe and convenient access to the goods and services needed in daily life. This includes a variety of: housing options; supermarkets and other commercial services; quality schools; public open spaces and recreational facilities; affordable active transportation options and daily services. An important element of a complete neighbourhood is that it is built at a walkable and bikeable human scale, and meets the needs of people of all ages and abilities.

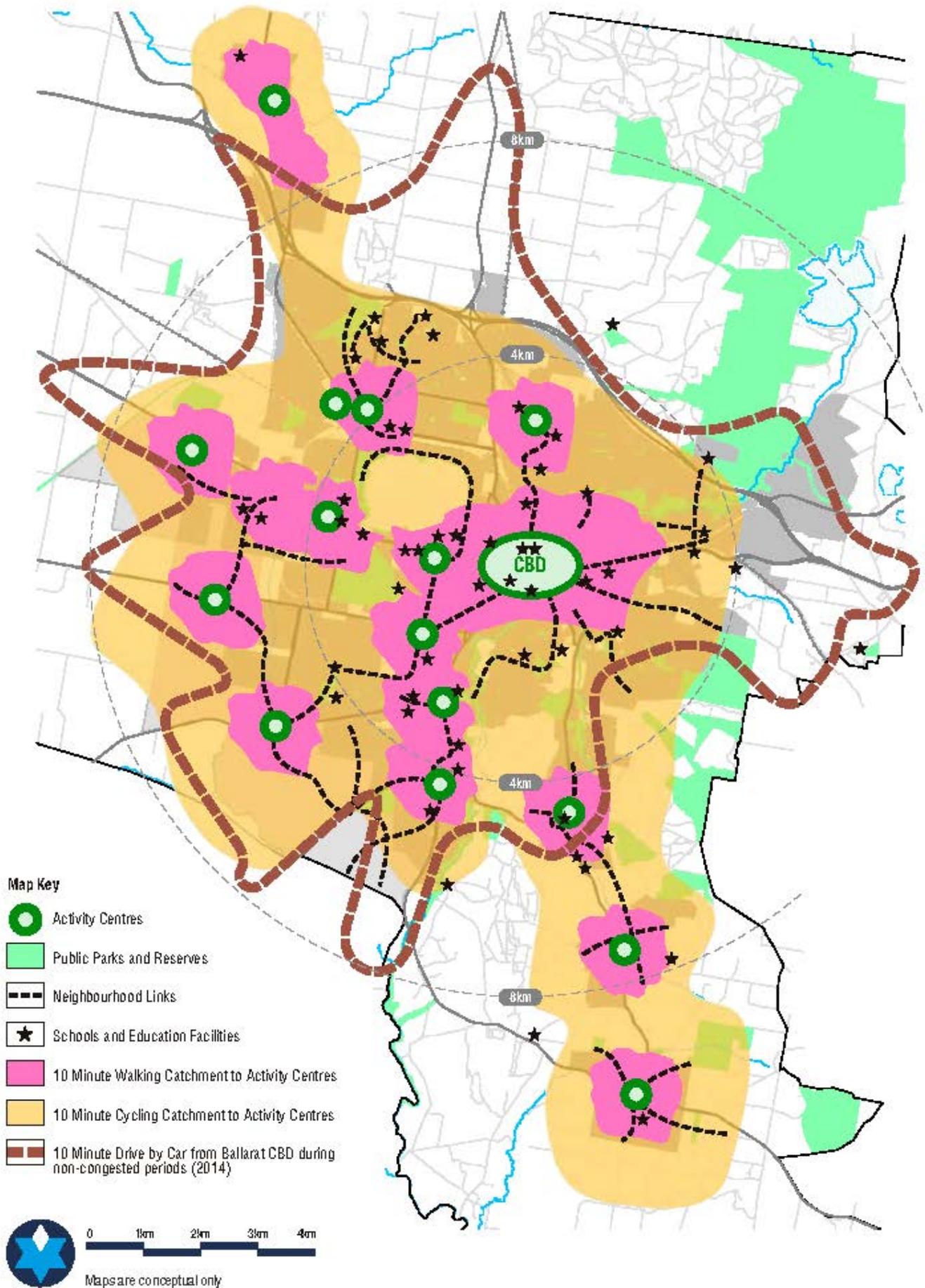
- Ongoing implementation of the Ballarat Activity Centres Strategy, including opportunities to rezone land and change planning controls will support greater diversity in local centres (refer **Initiative 1.4 and 1.5**).

Land Uses and Precincts Supporting Jobs, Productivity and Efficiency

The location of jobs in efficient, productive clusters makes Ballarat more competitive. It is particularly important as Ballarat transitions towards higher value knowledge sector jobs, advanced manufacturing, and health services. The location of these clusters, and their connections and supporting infrastructure, reinforces the ability of workers to access employment in the '10 Minute City'.

- Regionally significant precincts will be recognised, to provide structure and a focus for growth and development in key industries in well located and connected locations which enable access by public transport and can be integrated into the fabric of surrounding neighbourhood (refer **Initiative 1.1 and 1.2**)
- Jobs are encouraged in areas where existing infrastructure can be best utilised, focussed on better use of assets in areas already provided (refer **Initiatives 1.16, 1.17 and 1.18**).

Figure 8 The '10 Minute City' to Guide Decision Making



High Quality Local Connections

A range of opportunities have been identified to improve the safety and amenity of quiet local streets to make it easier to access day-to-day destinations. The objective is to improve the permeability of our neighbourhoods, and encourage people to access neighbourhood centres, parks, schools, natural areas and other key community destinations, by walking, cycling or wheelchair.

- Neighbourhood links program will be introduced, generally targeted to people living within 10 minutes of their destination by walking or cycling, where the use of a car to access the site is unnecessary. As a greater range of services are provided in local suburban activity centres, the number of people walking to these locations should be maximised, and it is these locations that could benefit from the neighbourhood links approach (refer **Initiative 4.6**)
- People enjoying themselves in the streets and in local parks supports greater social inclusion. For the elderly and those with difficulties moving around, improvements in footpaths and road crossing points can improve confidence and independence. Improved local connections enables better universal access to everyday services (refer **Initiative 3.13**)
- Development of a sustainable transport network for Ballarat will encourage use of a user focussed cycling network (refer **Initiative 4.5**).

Implementation

Linked Initiatives

- Initiative 1.1 – Recognise regionally significant economic precincts in the Ballarat Planning Scheme and commit to local area planning for each to determine their long-term future
- Initiative 1.2 – Facilitate jobs growth through local area planning for each regionally significant economic precinct
- Initiative 1.4 – Support improved vibrancy and vitality in local activity centres by continuing to implement the Ballarat Activity Centres Strategy
- Initiative 1.5 – Undertake structure planning for local activity centres, to maximise their ability to develop and diversify
- Initiative 1.7 – Accelerate implementation of Making Ballarat Central: The CBD Strategy
- Initiative 1.8 – Revitalise the CBD and encourage inner city housing
- Initiative 1.16 – Monitor civil infrastructure capacity and support service authorities to expand where required
- Initiative 1.17 – Make land use decisions which best utilise existing infrastructure and minimise the cost burden of servicing new development areas
- Initiative 1.18 – Advocate and collaborate for delivery of key regional infrastructure priorities
- Initiative 3.1 – Take practical steps to encourage 50% of future housing development in Ballarat to occur within established neighbourhoods
- Initiative 3.2 – Actively pursue more housing developments within 200 metres of public transport and within walking distance of local activity centres
- Initiative 3.3 – Recognise the need for more diverse housing in well-located precincts
- Initiative 3.4 – Clarify the future opportunities for strategically important sites
- Initiative 3.7 – Support applications for additional greenfield land supply, in addition to Ballarat West, only where it supports Ballarat as a compact, highly liveable and well-connected city
- Initiative 3.13 – Support a structure to the city and make land use planning decisions to enable ageing in place, support excellent access to public transport and the viability of providing the services needed for an ageing population
- Initiative 4.5 – Partner with the community to develop a user focussed cycling network, as a game-changing enabler to growth in cycling
- Initiative 4.6 – Work with schools and local communities to improve walking and cycling connections within 10 Minutes of key destinations, as part of a Neighbourhood Links Program

Liveability, Health and Well-being

Liveability is a concept that relates to a community's quality of life. Importantly, it is a measure of how residents think about the place in which they live. It reflects the quality and amenity of the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities. Through Ballarat Imagine the community outlined Ballarat as a highly liveable city, with great attributes. There is an aspiration to maintain this liveability and improve it as the community grows and changes over time, providing new opportunities amid new challenges.



Plan for a Healthy and Inclusive Community



Initiative 2.2 – Place greater emphasis on people at the centre of infrastructure design in public places

Walkable communities tend to be more liveable and help support better quality of life for the people who live in them. If suburbs and activity centres are more accessible to pedestrians, it helps improve health, reduces the need for short car trips, reduces greenhouse gas emissions and saves on the costs associated with operating a car, parking and constructing new roads. Walkable communities are people focused places where their design supports more social interaction, physical fitness and diminished crime and other social problems.

It is proposed walking and cycling investments are prioritised within 10 minute catchments of local activity centres, safe pedestrian movements are prioritised at key intersections. A Sustainable Transport Strategy will be prepared to provide more detailed responses to support this direction.

Initiative 2.3 – Support health and well-being outcomes by ensuring new developments appropriately plan for, and contribute financially towards, community infrastructure required in complete neighbourhoods

Ballarat is facing the challenges of obesity, poor health and lifestyle related issues. The promotion and support of physical activity through events, urban design, active transport and recreational and leisure activities will make Ballarat a healthier and happier place over the long-term. Such initiatives are strongly encouraged.

In a planning sense, the structure of a city can reduce the barriers to physical activity and encourage participation. Highly walkable cities are highly permeable, enabling people to move through the built environment in safe, enjoyable and convenient ways. Safe routes can include infrastructure solutions to make it easier to cross roads, for example, but can also relate to promotion of a route to increase its popularity. People generally feel safer if there are other people utilising a space for a similar purpose. In terms of design, dead-end and cul-de-sacs in new developments, for example, can hinder the permeability of neighbourhoods, and make it difficult to walk and cycle to key destinations even if you want to. Good contemporary design is required to build the future for Ballarat outlined through Ballarat Imagine.

Initiative 2.4 – Support community led opportunities for a healthier, safer, more active and inclusive community

Ballarat's Council Plan 2013-2017 identifies five health and wellbeing domains relating to: healthy, safe and inclusive communities; sustainable built and natural environments; culturally rich and vibrant communities; dynamic, resilient local economies and democratic and engaged communities. In support of these domains, there are opportunities to encourage new and innovative community led initiatives for health and wellbeing. Community running groups and Tai Chi classes in public places, for example, are great opportunities for promoting activity. Fundamentally, it is important to make it as easy as possible for the community to be engaged and participate in physical activity. These types of initiatives can also help reduce social isolation and are important in the management of mental health and related issues.

There are recreational walking paths and routes that are not formally designated as such but which are highly valued by the community. There is an opportunity to better support community driven opportunities to recognise and explore opportunities to enhance such walking connections.

Implementation

Linked Initiatives

Initiative 3.9 – Engage with local township communities to identify their long-term housing aspirations and clarify what role Council can have in supporting that vision Initiative

Key Actions

Short – medium term

- Engage with local community groups to identify the opportunities to improve local connections

Supporting Actions

Short – medium term

- Continue to implement Council's health and wellbeing directions
- Support the provision of high quality, well connected and accessible open space

Further Information

- Refer Initiative 4.9 - Implement a neighbourhood links program to promote alternative modes of transport to access local destinations

Improve the Public Realm



Initiative 2.5 – Improve town centres to provide better gathering and meeting spaces, appropriate to their roles as community centres

Currently, many of Ballarat’s retail centres have limited or no public spaces of a quality to be used as meeting or gathering spaces. In Europe and Asia, areas for informal interaction, reading, playing games is common-place. In Ballarat, there are relatively few of these spaces in suburban locations. As local neighbourhood centres become much more than just retail centres, towards the centre of complete neighbourhoods, there will be a need for additions to the public space provided.

By 2040, all local and regionally significant centres will have public gathering spaces which provide for both fleeting and longer informal and formal gatherings. It is important for an inclusive community, and could become much loved new dimensions to suburban centres.



To improve pedestrian comfort, we will encourage new urban design that minimises the adverse impacts of wind in surrounding public spaces and provide weather protection where appropriate.

Initiative 2.6 – Require new development to align with best practice urban design principles

The appearance of our built environment is critically important, however, good design is about much more than just how good things look. Good design can uplift communities and transform how people feel and behave. Improvements to Ballarat’s streetscapes and open spaces can increase the level of amenity and functionality making them more attractive to visitors, investors, retailers, shoppers and, in turn stimulating activity, vitality and enhanced safety. Attractive areas are usually worth more because people demand them and visit them in preference to other areas. Good design therefore also makes good economic sense.

There is the need for significant improvements to Ballarat’s urban realm, particularly in the CBD and key suburban centres, and significantly more activation in those areas. As identified in the Ballarat CBD Strategy, the progressive implementation of new spaces and innovations to better connect open spaces, to create a civic heart and reestablish Sturt Street as a great people focused boulevard would catalyse new investment and foot traffic to the area. Initiatives should support more visitation and economic activity as part of the ‘walking economy’.²⁰

In Ballarat’s growth areas, it will be important to ensure new greenfield areas are master-planned and include strong controls on urban design and amenity.

Encouragement of design excellence that creatively responds to and enhances Ballarat’s valued character, landscape and community values is important to ensure high quality developments in Ballarat. In addition, all new developments will be strongly encouraged to be orientated to address and engage with the public realm to create safe, vibrant and activated urban environments. Using participatory approaches to designing the public realm is important to it being both representative of, and supported by the community.

We will encourage the incorporation of Crime Prevention Through Environmental Design (CPTED) principles into the planning, design and management of new developments. CPTED is an approach to crime prevention that takes into account the relationship between the physical environment and the users of that environment.

²⁰ SGS Economics and Planning Valuing City of Melbourne’s Walking Economy

Implementation

Linked Initiatives

Initiative 1.19 – Improve the visitor experience to Ballarat by upgrading key access corridors and better interpreting our key tourism assets

Key Actions

Short – medium term

- Use participatory approaches to design public realm areas

Supporting Actions

Short – medium term

- Continue to improve the public realm, amenity and walkability in and around centres through Council's ongoing maintenance and infrastructure programs
- Encourage design excellence that creatively responds to and enhances Ballarat's valued character, landscape and community values

Further Information

- SGS Economics and Planning Valuing City of Melbourne's Walking Economy
- Victoria Walks Website http://www.victoriawalks.org.au/Acland_St/

Case Study

Economic Benefits of Walking by the Acland Street Traders

Understandably, most small businesses will resist neighbourhood changes that might reduce trade - and that's how you'd expect the traders might have reacted when Port Phillip Council said it would cut the number of on-street car parks in Acland St, St Kilda.

But instead, the Acland Street traders did some research. What they found was more than a surprise: it actually transformed the traders association into one of the strongest supporters of the change. The traders quickly discovered that more than half of all their customers walked to Acland Street to shop - and only around a quarter drove. More than that, though: more than half the shoppers in the area lived locally, and locals made an average of 184 visits to the shopping precinct every year. In fact, almost a quarter of the people surveyed said that they shopped in Acland Street every day.

The traders quickly realised that removing car spaces would only affect around a quarter of their customers (and at least some of those would return on other forms of transport, anyway). But more importantly, they recognised that their largest and most loyal customer group was actually local. Improving the walking environment for them was likely to actually increase their loyalty and might help attract them back to the area more often - which would translate into a bonus for local business.

So thanks to the traders' open-mindedness and willingness to listen, Acland Street is more walking-friendly than it ever was, and everyone has benefited.

Focus Long-term Decision-making on the Needs of Children and Communities



Initiative 2.7 – Be responsive to the family and personal impacts of land use decisions, particularly on children

Land use decision-making can have a significant impact on children and families, often indirectly via uncertainty, cost of living pressures and housing stress. The policy directions, initiatives and actions throughout Ballarat Strategy are intended to all contribute to Ballarat in 2040 being a place with more diverse housing, greater affordability, improved transport and access, greater equity, liveability and well-being. These concepts are inter-linked, one contributing to the other. If some or all of these elements are achieved, indirect consequences such as stress and uncertainty, including family violence, abuse, isolation, disadvantage and poverty can be minimised.

The Ballarat Municipal Early Years Plan (2015) outlines a long-term vision for a Child Friendly City. It outlines how City of Ballarat believes in a city where what we do, and the spaces we provide, consider the needs of children. This may include installing seats at the right height for children, providing shade at playgrounds for protection from the sun and running early literacy programs, as well as listening to children and including them in our decision-making processes. Decision-making towards 2040 must uphold this aspiration.

The City of Ballarat is officially recognised as a Child Friendly City. In 2007, the people of Ballarat identified their meaning of Child Friendly City and the following five points reflect the ideas of our community.

A Child Friendly City:

- 1 Has a community that actively engages in fulfilling the right of every child and their family
- 2 Enables and ensures children and families have access to, and receive, affordable services
- 3 Builds an environment which encourages active community life
- 4 Provides workplace environments that are flexible in meeting child and family needs
- 5 Is safe in all dimensions.

These elements are strongly supported, and are highly relevant.



Victorian Charter for Child Friendly Cities and Communities

In October 2013, the Victorian Charter for Child Friendly Cities and Communities was launched. The Charter encourages local governments, organisations and individuals to make a commitment to include children in planning and decision-making. On 27 November 2013, Ballarat City Council resolved to endorse, and become signatories of, the Charter.

City of Ballarat recognises the need for increased participation by children in decision-making forums and creating child friendly environments, and so supports the following principles:

- Freedom for children to experience environments that consider their needs
- Respect and dignity for children to express their individual opinions, participate in, and contribute to, decisions about their communities and their wellbeing
- Equitable access to supportive environments and services for children regardless of gender, ethnicity, religion or ability.

Local organisations are being encouraged to learn about and commit to the Child Friendly City.

These principles will be applied across the full spectrum of initiatives and actions identified in this long-term strategy. It will be the children of today who ultimately will judge if Ballarat Strategy 2015 guided development and change in Ballarat in the right direction.

Initiative 2.8 – Require community infrastructure to be fully integrated into the fabric of future plans for Greenfield development

Community facilities are vital infrastructure for any community. In new growth areas, community infrastructure should be planned through precinct structure planning (PSP) or related master planning processes, to ensure proper and appropriate long-term provision and appropriate integration into the urban fabric. Development Contribution arrangements for the PSP areas will be required to contribute funding towards community infrastructure.

Where possible, community facilities should be encouraged in accessible multi-use hubs, where the community can gain maximum benefit on the investment.

Implementation

Key Actions

Short – medium term

- Encourage community facilities to co-locate in accessible multi-use hubs
- Require Precinct Structure Plans for all new growth areas, which embed community infrastructure into the urban fabric and provide mechanisms to pay for them through Development Contribution arrangements
- Prepare Liveable Neighbourhoods Checklist

Supporting Actions

Ongoing

- Make decisions to guide Ballarat towards being a child friendly city
- Continue to implement the Municipal Early Years Plan 2015-2018

Further Information

- Ballarat Municipal Early Years Plan 2015-2018
- Victorian Charter for Child Friendly Cities and Communities
- Ballarat Gaming Policy Framework, 2011
- Gaming Local Planning Policy – Clause 22.14 of the Ballarat Planning Scheme

Minimise the Harm caused by Electronic Gaming Machines



Initiative 2.9 – Continue to control where poker machines can be located, to minimise their impact on vulnerable communities

In Victoria, electronic gaming machines (EGMs), better known as ‘pokies’, are regulated by State Government. Licences and can be bought and sold based on a quota system.

Ballarat has a high overall density of gaming machines, and a level of gaming expenditure that exceeds both Victorian and regional municipal averages. The settlement characteristics of the City of Ballarat have resulted in an urban structure whereby approximately 82% of residents live within 2.5 kilometres of a gaming venue. Research has concluded there are links between social vulnerability, problem gambling and the accessibility of gaming venues. Although gaming machines may be accessible to the community as a form of entertainment and recreation, it is desirable to focus gaming machines away from everyday activity including shops, such that a pre-determined decision to gamble is required.

Whilst City of Ballarat cannot control the total number of machines in the Municipality, it can influence their location and distribution, to minimise harm. The Ballarat Gaming Policy Framework (2011) provides a way for the City of Ballarat to respond to gaming as a statutory planning concern. It sets out criteria for the location of gaming venues. It recognises the location of gaming machines within Ballarat should seek to balance competing social, economic and environmental issues in order to achieve a net community benefit.

City of Ballarat will continue to work with State Government to minimise the harm caused by problem gambling.

Implementation

Key Actions

Short – medium term

- Continue to utilise all relevant planning controls available to Local Government to minimise the harm caused by problem gambling

Further Information

- Ballarat Gaming Policy Framework, 2011
- Gaming Local Planning Policy – Clause 22.14 of the Ballarat Planning Scheme

Embrace Cultural Diversity



Initiative 2.10 – Recognise and adapt our plans, strategies, policies and procedures to engage with an increasingly diverse community

Ballarat's diverse community is built on the foundations of those that came before. We should never lose sight of this. Today Ballarat has a diverse population with many minority groups who do not often have a strong voice. Council's role is to act as an advocate and a champion for those groups where appropriate. As the population grows, more residents and visitors will be from differing religious and ethnic groups, which will further diversify the community. There will be enormous benefits of this increased diversity, but it will be important for leadership from City of Ballarat to support the community in times of transition, in dealing with cultural issues and changing expectations of what is considered 'Ballarat', and what types of developments are appropriate to reflect the diversifying community. There are significant benefits with, for example, working with minority groups for more inclusive planning outcomes. The development of new religious institutions, for example, should be supported in appropriate locations in recognition of an accepting and embracing cultural change in the community.

Cultural values, especially Aboriginal, have been an intrinsic part of this landscape and environment for tens of thousands of years.²¹ As a community we need to recognise that those values helped make Ballarat what it is today and they should be more strongly promoted as an integral part of Ballarat. This can occur through the rollout of the Historic Urban Landscape approach and other improvements in day-to-day planning practice.

Implementation

Key Actions

Short – medium term

- Proactively work with minority groups to ensure more inclusive planning outcomes
- Recognise cultural values, especially Aboriginal, and strongly promote those values as integral to Ballarat through the Historic Urban Landscape approach
- Ensure fair and consistent planning controls are applied to new and emerging religious, social and cultural centres as the city diversifies

²¹ Uncle Bryon Powell, Wadawurrung elder (2015)

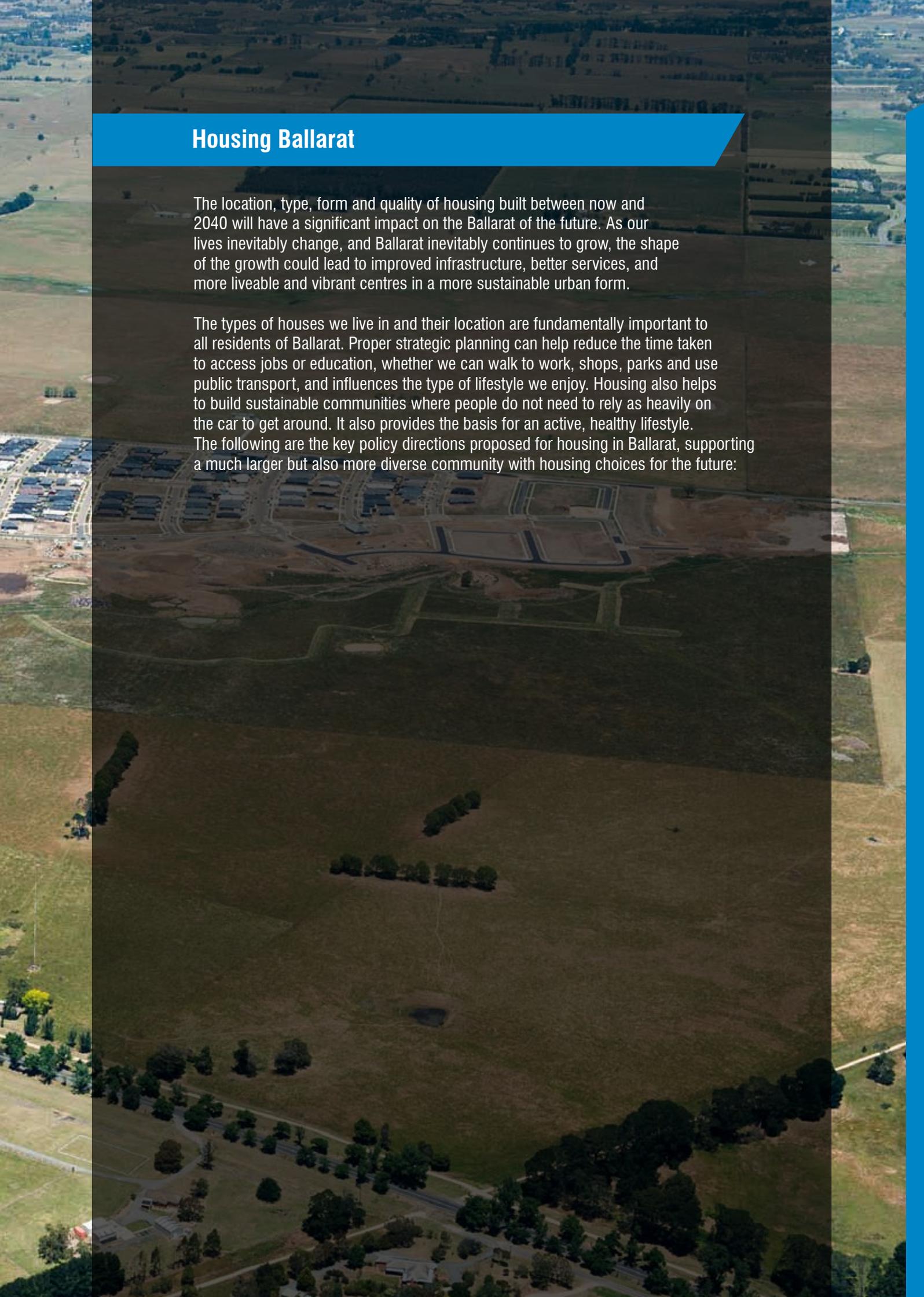


Diversify the choice of housing options, with access to the jobs and facilities needed by a growing and changing community.

SECTION

3

Housing Ballarat



Housing Ballarat

The location, type, form and quality of housing built between now and 2040 will have a significant impact on the Ballarat of the future. As our lives inevitably change, and Ballarat inevitably continues to grow, the shape of the growth could lead to improved infrastructure, better services, and more liveable and vibrant centres in a more sustainable urban form.

The types of houses we live in and their location are fundamentally important to all residents of Ballarat. Proper strategic planning can help reduce the time taken to access jobs or education, whether we can walk to work, shops, parks and use public transport, and influences the type of lifestyle we enjoy. Housing also helps to build sustainable communities where people do not need to rely as heavily on the car to get around. It also provides the basis for an active, healthy lifestyle. The following are the key policy directions proposed for housing in Ballarat, supporting a much larger but also more diverse community with housing choices for the future:

The Plan for Change Towards 2040

Residential Development

Guidance on The Future of Convenient Living Locations

- 3.1 – Take practical steps to encourage 50% of future housing development in Ballarat to occur within established neighbourhoods
- 3.2 – Actively pursue more housing developments within 200 metres of public transport and within walking distance of local activity centres
- 3.3 – Recognise the need for more diverse housing in well-located precincts

Guidance on The Future of Strategically Important Development Areas

- 3.4 – Clarify future opportunities for strategically important sites

Guidance on The Future of Greenfield Development

- 3.5 – Investigate areas for future Greenfield development
- 3.6 – Clarify the feasibility of future greenfield areas, and then engage with local communities on what this may mean for their area
- 3.7 – Support applications for additional greenfield land supply, in addition to Ballarat West, only where it supports Ballarat as a compact, highly liveable and well-connected city
- 3.8 – Require appropriate development contributions to apply to future greenfield development areas to assist with funding the required civil and social infrastructure

Guidance on the Future of Dispersed Settlement and Township Areas

- 3.9 – Engage with local township communities to identify their long-term housing aspirations and clarify the role Council can have in supporting that vision
- 3.10 – Support rural lifestyle development within existing rural living zone and township areas

Housing Form and Diversity

Protect the Unique Character of Ballarat

- 3.11 – Promote character and diversity in the design and planning of new housing areas

Support Affordable and Community Housing

- 3.12 – Provide local leadership to achieve social and community housing outcomes for Ballarat, including pilot opportunities

Plan for Affordable and Diverse Housing Appropriate for an Ageing and Changing Community

- 3.13 – Support a structure to the city and make land use planning decisions to enable ageing in place, support excellent access to public transport and the viability of providing the services needed for an ageing population
- 3.14 – Provide leadership to ensure appropriate management of cemetery land

Residential Development

As the population grows, Ballarat will not only need more houses but also a more diverse range of housing types. This will include apartments, units and affordable accommodation to cater for changing demographics.

Providing these choices in targeted locations well serviced by public and active transport options, medical services, retail outlets and physical infrastructure will ensure an increased local population can be appropriately accommodated. It also means both current and future residents can benefit from increased services nearby, and the service providers can benefit from improved scale and viability.

It is important to provide clarity around the long-term housing potential in all areas of Ballarat. This section outlines the long-term housing patterns considered to best serve the development of Ballarat towards 2040. Ultimately, development is market driven, but policy support will assist development to more easily occur in certain areas, and provide confidence and certainty to both developers and local residents as to the change likely to occur in their neighbourhoods over the long term.

Specific guidance is provided on:

- Areas of convenience living
- Urban renewal precincts
- Strategic investigation areas
- Prioritised completion of the Ballarat West Growth Areas
- Longer-term areas for greenfield, after Ballarat West Growth Area
- Township and dispersed settlement areas
- Ongoing change areas.

Summary of Housing Change Towards 2040

Convenience Living Areas

(refer Initiative 3.2)

Strategic Direction

Actively pursue a greater proportion of housing development in these infill locations.

[properties within 200m of high frequency public transport network and walking distance to Activity Centres]

Areas

200m from high frequency public transport connections, along the following corridors

- Sturt Street
- Wendouree
- Geelong Road
- Sebastopol
- Latrobe Street.

Urban Renewal Precincts

(refer Initiative 1.6)

Strategic Direction

Proactively support landowners and the development industry to significantly change land uses in these areas. Opportunities for higher density mixed use and residential developments in these areas have the potential to significantly benefit Ballarat. Consider changes to planning controls to actively encourage renewal.

[Urban renewal offers significant opportunity to diversify housing options in well-serviced locations, and offer new products for sale in the Ballarat market. Urban renewal is important for supporting new jobs, investment and vibrant and popular mixed use areas]

Areas

- Scott Parade Precinct (inner city mixed use);
- Creswick Road Precinct (CBD fringe mixed use)
- Selkirk Precinct (large-scale land use change opportunities integrated with Eureka Stadium Sporting Precinct)
- Wendouree Village.

Strategic Investigation Areas

(refer Initiative 3.4)

Strategic Direction

Engage with landowners, key stakeholders, agencies and the community to identify the potential future options associated with key strategic sites, including whether they could offer opportunities for housing.

[Current land uses are likely to change between today and 2040]

Areas

- Greenhill Road Precinct
- Ballarat Mine Plantation land (north)
- Ballarat Mine Plantation land (south)
- Canadian Valley Plantation land in Ballarat East (recreational asset).



Greenfield Opportunities (refer Initiative 3.6)

Strategic Direction
Ballarat West and other existing greenfield development sites already zoned for housing are the priority for new greenfield housing until additional supply is required over the medium – long term.

[At least 15 years supply of land for greenfield housing is required to ensure proper functioning of the property market]

Areas

- Northern Growth Option (north of Western Freeway)
- Warrenheip Growth Option
- Ballarat West – West.

Township and Dispersed Settlements (refer Initiative 3.9)

Strategic Direction
Township areas have unique local aspirations and challenges. Growth and change in townships is to be aligned with a local plan which has broad local community support.

[Townships need to be able to grow and develop, but not to lose the township character and values that make them unique and special]

Areas

- Buninyong
- Burrumbeet
- Cardigan Village
- Learmonth
- Miner's Rest
- Warrenheip.

Ongoing Change Areas

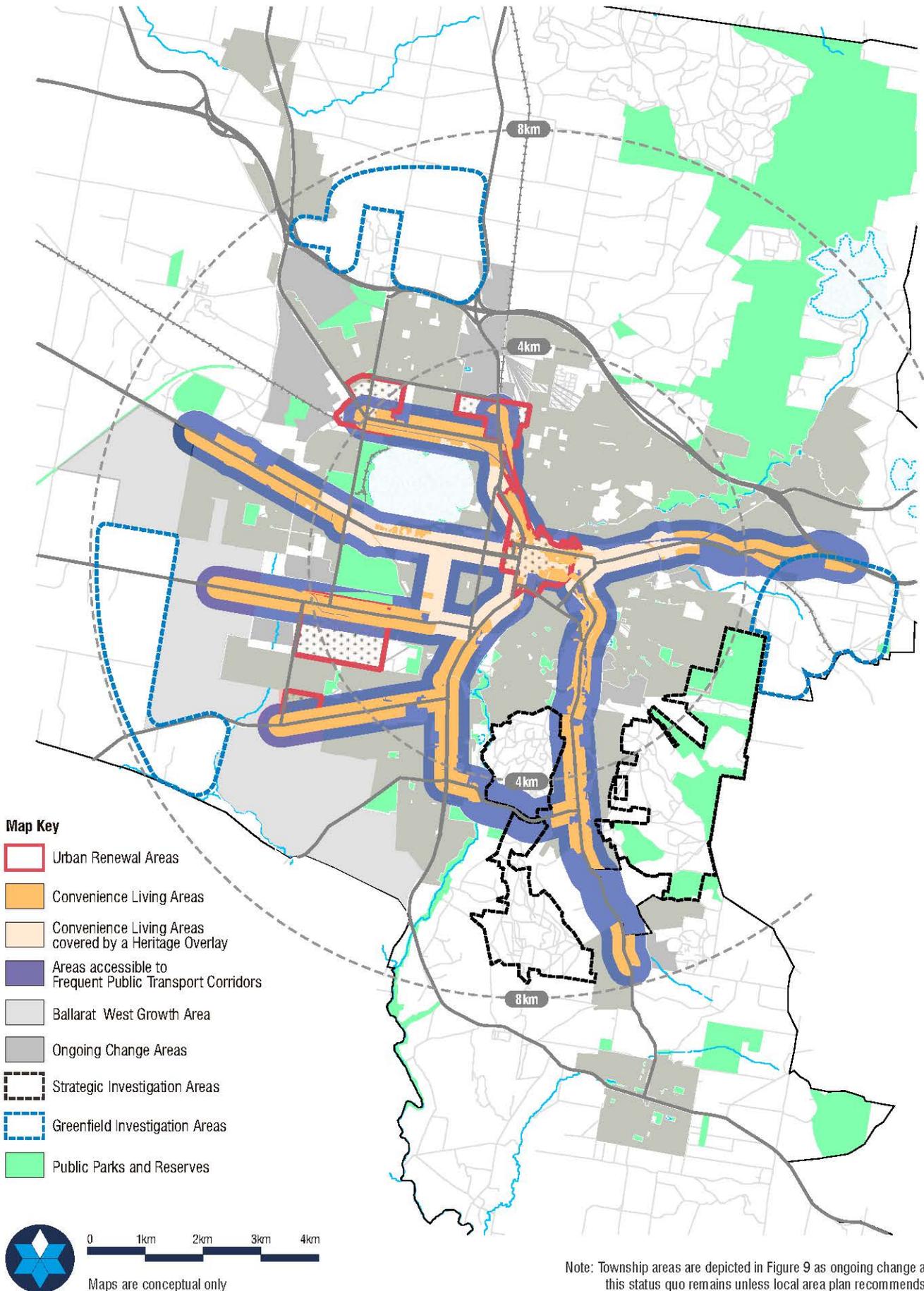
Strategic Direction
Change is inevitable. All areas of Ballarat are currently undergoing some degree of incremental change, which will continue towards 2040.

[Existing planning controls in these areas will continue to apply]

Areas

- All areas currently zoned for a residential use but not covered by another category.

Figure 9 Housing Overview Map



Note: Township areas are depicted in Figure 9 as ongoing change areas, as this status quo remains unless local area plan recommends change

Guidance on the Future of Convenient Living Locations



Initiative 3.1 – Take practical steps to encourage 50% of future housing development in Ballarat to occur within established neighbourhoods

Convenience Living Areas are areas of housing which are close to public transport and services. They are great places to live, and Council will actively encourage sympathetic development and growth in these areas. A development pattern incorporating growth in these areas which are already serviced, can promote greater vitality, and enable higher frequency public transport and other public services important to a progressive growing city.²² Convenience Living Areas are a new concept for Ballarat, but an important part of its future.

Approximately 40% of housing is currently being developed in infill locations in Ballarat, with 60% in greenfield areas. The proportion of infill development is unusually high for cities of Ballarat's size, and is more comparable to much larger cities with substantial growth in inner city apartments. However, unlike these larger cities, Ballarat's infill development has been concentrated in outer suburbs not the inner city, comprising largely separate homes, and often occurring on larger sites missed by previous waves of development rather than through redevelopment of previously developed land. It is a positive situation, but could be improved.

City of Ballarat will implement planning mechanisms to enable the housing market to trend towards 50% infill / 50% greenfield for new housing in Ballarat between 2020 and 2040. Ultimately, the housing market will make its own decisions regarding where and how property buyers want to live, however, a clear Council commitment to enable greater infill should give confidence to the development industry that appropriate developments, which enable more infill and inner city living, will be supported.

The report *Options for supporting the supply of infill housing in Ballarat* (2015) recommends six directions for encouraging infill housing supply in Ballarat. See over. Council will consider the recommendations of that report, and seek to implement measures which reduce the barriers to infill development.



²² Urban Infill vs Greenfield Development: A review of economic benefits and costs for Adelaide 2013

Direction 1

Facilitate the supply of medium density infill housing

- In general, improve clarity and reduce uncertainty in the planning process, particularly in areas subject to heritage overlays.
- In locations with distinctive heritage qualities or character, consider developing DDO with built form and design guidelines to provide guidance on acceptable responses (form and character) for new infill development. This overlay might also identify those locations within Heritage Overlay areas that are also policy preferred locations for infill development.

Direction 2

Encourage alternative medium density forms (two storey infill housing types – both townhouses and apartments)

Higher dwelling densities are necessary to make two storey infill development forms viable. Consider:

- Review planning standards such as parking and open space requirements
- Investigate examples of alternative and more 'urban' infill development forms in similar urban regional housing markets (Geelong and Bendigo). This could include a 'study tour' of relevant precedents in other cities with Council staff and local developers.
- Reduce the likelihood of community resistance to this type and scale of development by identifying precincts where the existing lot and block characteristics and built form character are more suited to these more intensive infill development types
- A 'proof of concept' approach: a partnership between Council, an architect and a developer to design and develop a demonstration project or projects. Further investigation is required to understand why two storey apartment forms are not common.

Direction 3

Plan for higher density infill in the future

In the current market, higher density apartment forms are unlikely to be feasible in most cases owing to their high construction costs. However, with time, these forms are likely to become more viable in the future, particularly in and around the CBD, proximate to the rail stations, and around Lake Wendouree.

- Council should identify locations suitable for higher density infill housing forms and implement appropriate zoning and other planning controls
- Consideration should be given to the development of design guidelines for larger apartment and mixed use developments to offer direction with regard to design quality, amenity and affordability issues.
- The viability of this development type is sensitive to parking provision (above ground vs basement, so the overall rate of parking provision) and reduced or no mandatory parking requirements might be considered.

Direction 4

Facilitate the laneway dwellings concept

Council should consider developing a program for facilitating laneway developments in preferred locations. This might include:

- Identifying lanes where laneway dwellings are to be encouraged
- Developing a cost-sharing mechanism for laneway resurfacing
- Developing built form options and design guidelines; and investigating the potential for multiple laneway dwellings on a single site (row housing and vertically stacked arrangements should be contemplated)
- Developing built form options as a collaborative exercise with local architects and developers.

Actions to encourage smaller ancillary dwellings behind existing dwellings – similar to the laneway dwelling concept but without the need for direct access to a lane – might also be contemplated. In NSW special regulations are enacted within that State's affordable housing framework for smaller accessory dwellings ('granny flats'). A 'proof of concept' approach (outlined in Direction 2) could also be used to encourage the laneway and ancillary dwelling types.

Direction 5

Development facilitation

Council should promote its development facilitation function, the Investment Facilitation Group, and the role to assist proponents of infill housing development. Providing clear and early guidance on these issues should help developers to make more informed decisions in regard to site selection and feasibility assessment. This service could provide early guidance on key planning and infrastructure issues.

Direction 6

Community education

There is some community resistance to infill development in Ballarat usually in relation to the impact of new development on the heritage values, neighbourhood character or traffic generation. Community resistance can be a significant (and unpredictable) risk for infill housing development. To address this Council should consider strategies to engage with the broader Ballarat community about the need for housing diversity and the implications for housing supply. There are many positive messages that can be attached to infill housing and these might help to balance negative perceptions. A potential engagement strategy might be:

- Invite the community and industry to nominate good and bad examples of infill development in Ballarat
- Hold a facilitated workshop to discuss the characteristics and features of the good and bad infill housing examples.
- Continued implementation of the historic urban landscape approach to understand community and local area values

This process will open up a dialogue about the qualities of infill housing that are unpopular, accepted or liked and will assist Council to better understanding community concerns, limits of acceptable change and identify examples of good practice.

Initiative 3.2 – Actively pursue more housing developments within 200 metres of public transport and within walking distance of local activity centres

Growth in density and diversity of housing along priority public transport corridors maximises the potential for a rapid-transit style public transport network in Ballarat. Getting more people in these corridors is a pre-requisite to their viability. This type of development can be highly sympathetic to heritage values and does not mean high-rise developments. It can be a matter of larger lots supporting more detached houses, or sympathetic low-rise flat and apartment developments.

The industry standard is to encourage infill development within 400 metres of public transport services.²³ This is fully supported in Ballarat as infill development is encouraged in all established areas (90% of which are within 400m of a bus route). However, more people living within 200m will be actively promoted over and above other areas. Structure planning will be undertaken for the following areas of convenience living to determine appropriate measures:

- Sturt Street Corridor
- Northern Corridor (Wendouree)
- Southern Corridor (Geelong Road)
- Sebastopol Corridor.

In 2040, the streetscapes along these corridors may look similar to today, just with fewer empty lots, and additional internal developments

Local structure planning will be undertaken for each strategic infill corridor, to determine the best mechanisms to affect real change.

Initiative 3.3 – Recognise the need for more diverse housing in well-located precincts

There are identified gaps in the supply of certain types of houses. Specifically, there is a projected need for more unit, apartment and townhouse style dwellings in accessible locations. These houses would provide for the forecast increase in demand from professional workers and people who prefer living in an area with very good access to public transport and entertainment. Not everyone wants or needs a large yard around a detached house. Precincts which promote innovative and contemporary designs for these types of houses can support the emergence of new housing markets which offer a product well matched to the demands of changing community demographics.

The types of houses desired by an ageing and diversifying community are different to the predominant style of current housing. Certain residential planning zones support greater densities and diversity of housing in specified locations highly accessible to jobs, services and entertainment. There is significant opportunity to apply these relevant zones and other controls more widely to provide flexibility for new housing construction in targeted areas.

²³ Public Transport Victoria, Submission to Ballarat Planning Scheme Amendment C172 (2014)

Implementation

Linked Initiatives

- Initiative 1.6 – Pursue urban renewal in key locations
- Initiative 4.3 – Work in partnership with Public Transport Victoria to shape the land use pattern of Ballarat so it can best support high frequency public transport
- Initiative 4.4 – Make better land use decisions around areas with the potential for transit oriented development

Key Actions

Short – medium term

- Embed housing overview map into revised Local Planning Policy Framework of the Ballarat Planning Scheme, to highlight strategic support for infill opportunities
- Undertake local structure planning for convenience living corridors, to determine the best mechanisms to affect real change in these targeted areas
- Embed the structure planning into the Ballarat Planning Scheme

Supporting Actions

Ongoing

- Continue support for diverse housing development across residential areas of Ballarat
- Continue to encourage infill development in identified areas, which is supported under additional controls
- Continue to pursue opportunities to make it easier for infill development to occur in these areas, including by further implementing recommendations of the Ballarat Activity Centres Strategy 2011 and making other policy choices available to Council

Further Information

- Aurecon, Ballarat Residential Infill Opportunities Study, prepared for the City of Ballarat, 2009
- Ballarat Residential Infill Opportunities Study (BRIOS) 2010
- Job density, productivity and the role of transport, June 2012
- Financial costs of settlement patterns in rural Victoria, June 2013
- Urban Infill vs Greenfield Development: A review of economic benefits and costs for Adelaide (2013)
- SGS Economics and Planning, Ballarat Housing Needs Assessment, 2014
- PTV submission to Amendment C177 – Reformed Residential Zones (2014)
- Options for supporting the supply of infill housing in Ballarat, SGS Economics and Planning (2015)

Guidance on the Future of Strategically Important Development Areas



Initiative 3.4 – Clarify the future opportunities for strategically important sites

There are some areas where the future use of the land is expected to change over the life of the Strategy, but the final form is unclear. These areas are to be designated as “Strategic Investigation Areas” in recognition of the fact they require significant feasibility assessments to understand their potential future use. The views of relevant land owners and the wider community would form the basis to any future vision for these areas.

These areas will be formally recognised in the Ballarat Planning Scheme as strategically important. Council will continue to work with landowners and key partners to clarify and pursue the best and most appropriate future for these areas. The boundaries of the investigation areas are indicative only at this stage.

The strategic investigation areas are as follows:



Ballarat Mine Plantation land (north)

- The plantation land provides an important buffer between residential areas and the mine operations.



Ballarat Mine Plantation land (south)

- This extensive area of plantation pines is strategically located between Mount Clear and Sebastopol, and south towards the Midland Highway.



Canadian Valley plantation land in Ballarat East

- The State Government has been investigating opportunities for this area. A new park of up to 633 hectares is to be established at Canadian in Ballarat East. The park will comprise of the existing Canadian State Forest and other Crown land including the former Victorian plantation land. The park is being created to meet the Government's 2014 election commitment to establish a park
- There has been strong support from both the community and key stakeholders for the creation of the park that supports a wide range of recreation uses including bush walking, mountain bike riding, picnicking, nature observation, orienteering, dog walking, horse riding, prospecting and environmental education.



Greenhill Road Precinct between Mount Clear and Mount Helen

- The Greenhill Road Conceptual Development Framework is being prepared to outline the proposed long-term future for the land. This feasibility work will provide options for future urban development of this pocket of Farming Zone land.

Implementation

Key Actions

Short – medium term

- Recognise 'strategic investigation areas' in the Local Planning Policy Framework (LPPF)

Supporting Actions

Short – medium term

- Investigate the long-term potential for these sites for an alternative land use, potentially including housing
- Identify opportunities to work with landowners and key stakeholders to clarify the long-term future for these areas

Further Information

- Greenhill Road Conceptual Development Framework (2015)

Guidance on the Future of Greenfield Development



Initiative 3.5 – Investigation areas for future Greenfield development

Located to the west of Alfredton, Delacombe and Sebastopol, the Ballarat West Growth Area comprises 1,717 hectares of greenfield land, subdivided into 5 sub-precincts. When fully developed, the area will accommodate approximately 18,000 new houses and a population of more than 40,000 people. An efficient housing outcome for the area is planned through a number of key principles, which include:

- Ensuring an adequate housing supply
- Planning for multiple development fronts
- A range of pricing
- Diversity of housing product, and
- Multiple housing developers in competition.

The Ballarat West Growth Area Plan provides a long term strategic land use plan, from which more detailed precinct structure plans have been developed. The plan outlines the existing infrastructure, urban form and topography of the site, highlighting potential constraints on development in the growth area and sites of desired development. Ballarat West Growth Area is highlighted as being a sustainable development, in line with the principles of ecologically sustainable development (ESD). ESD applies to the protection of biodiversity and an urban form which would minimise resource use and pressure on households to consume non-renewable resources.

The area is planned to provide a number of preferred outcomes, including accessible community facilities and well-located local neighbourhood centres. Developments in this area are required to contribute to the funding of the required investments in roads, public parks, community facilities and other important features of a new community. Given these arrangements, the area by 2040 will be an established neighbourhood fully embedded into the urban fabric. When visiting Ballarat in 2040, Ballarat West will not be an obvious growth area, but rather a high amenity suburb with the full range of community facilities, parks and amenities. It is an important growth area for Ballarat.

Given its substantial size, and current rates of greenfield development in Ballarat, it is estimated Ballarat West could provide enough greenfield land supply to last 24 years at current rates of development, or closer to 25 years if the rate of infill development is able to be increased to 50% (as discussed in **Initiative 3.1**). This is far in excess of the minimum 15 years land supply required by the State Government to ensure proper functioning of the property market. Ballarat West will continue to be supported as the primary greenfield growth area in Ballarat over the short-medium term.

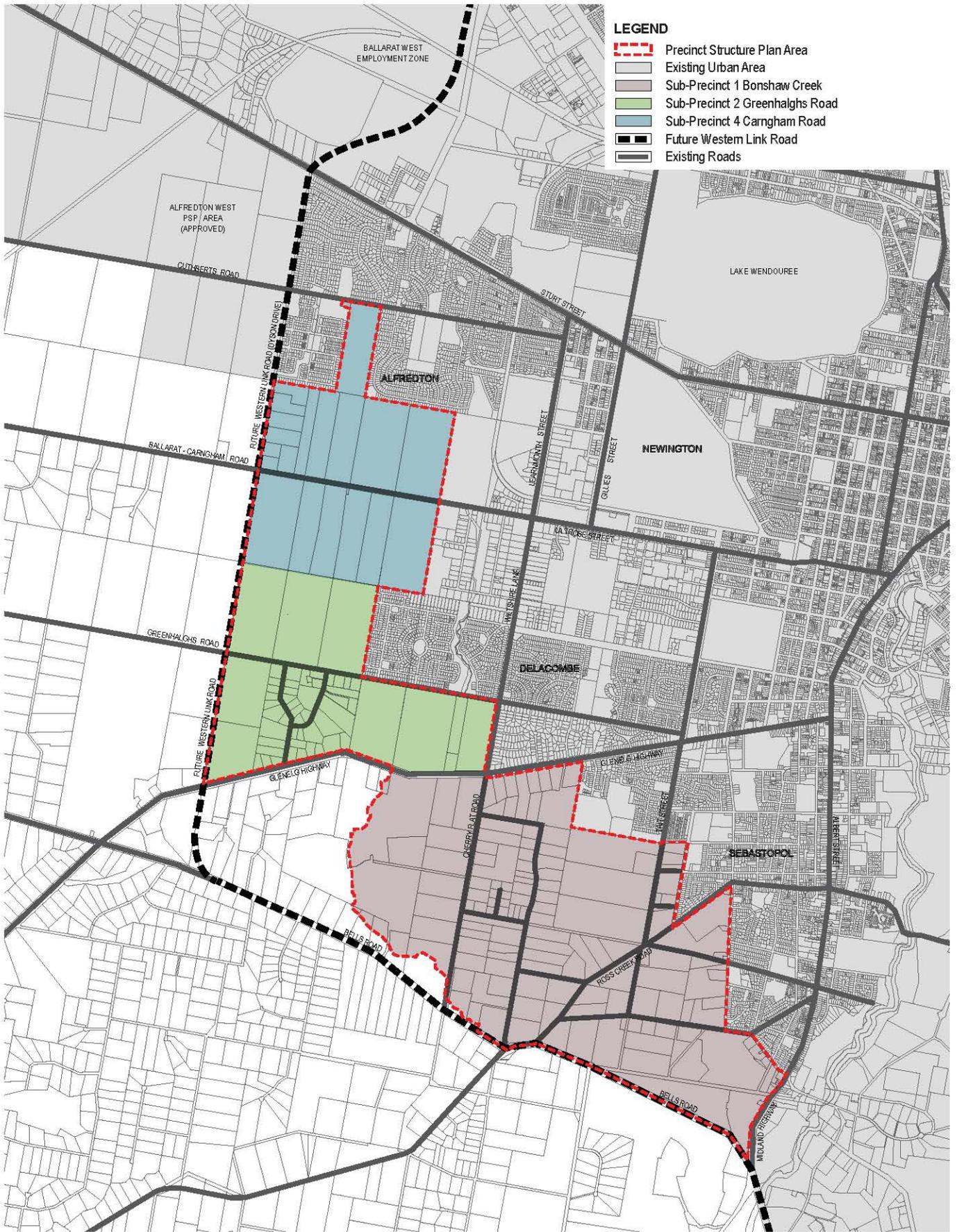
Initiative 3.6 – Clarify the feasibility of future Greenfield areas, and then engage with local communities on what this may mean for their area

Although Ballarat has significant greenfield supply available at the moment, it is expected this supply will approach the 15 year minimum threshold before 2040, as the Ballarat West Growth Area is developed. It is important to strategically assess the next phase of greenfield development after Ballarat West to identify future options.

Over the short-medium term, feasibility assessments are proposed to be undertaken to identify the relative merits of medium to long term greenfield development in targeted areas meeting the '10 Minute City' principle. These areas include land west of the current Ballarat West Growth Area; land to the north of the Western Freeway in the vicinity of Miners Rest; and at Warrenheip. Council will then engage with local communities to determine the range of options able to offer the greatest potential for Ballarat's long-term future.

Refer to **Figure 11** Future Greenfield Investigation Areas.

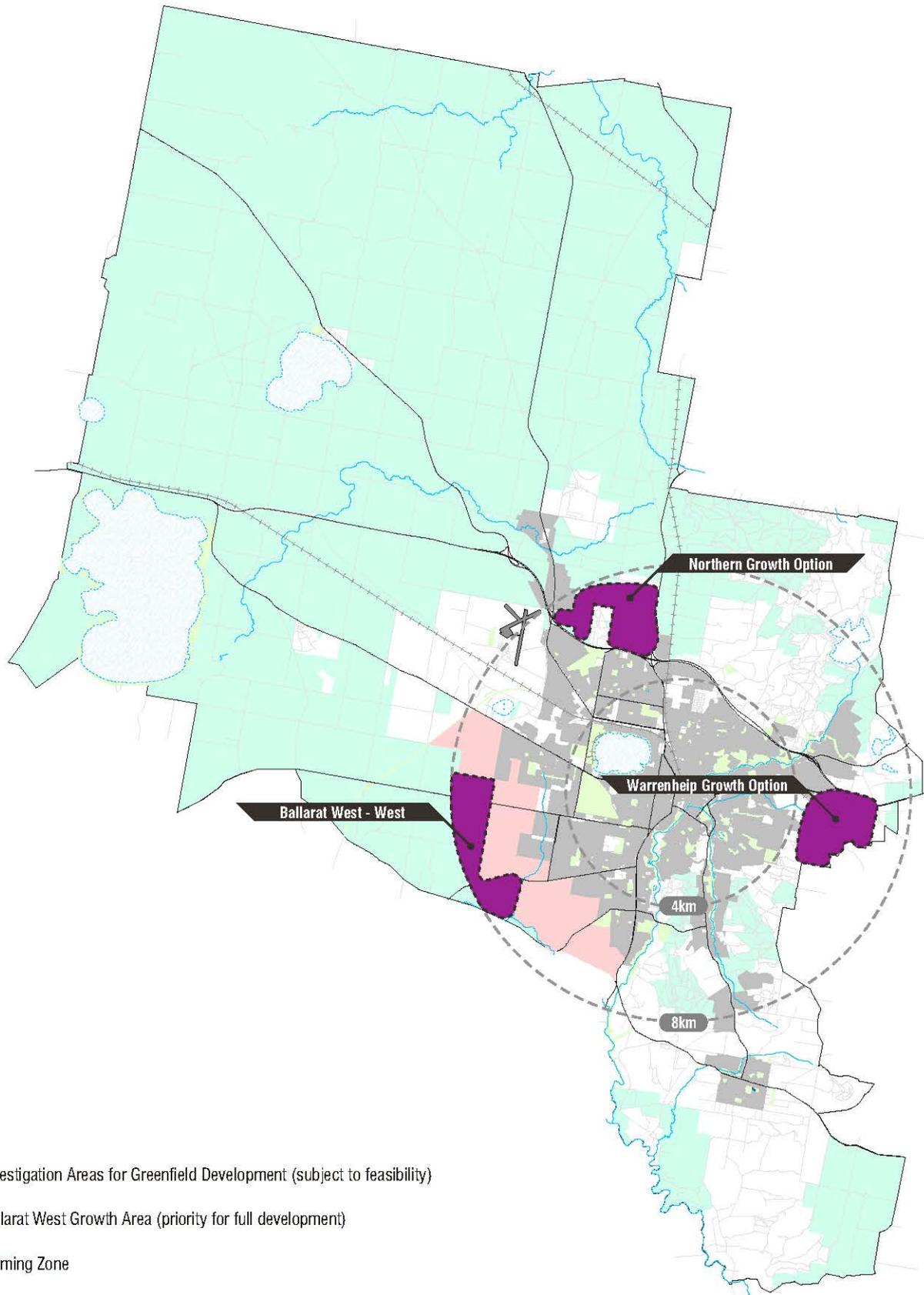
Figure 10 Ballarat West Precinct Structure Plan Area



- LEGEND**
- Precinct Structure Plan Area
 - Existing Urban Area
 - Sub-Precinct 1 Bonshaw Creek
 - Sub-Precinct 2 Greenhalgs Road
 - Sub-Precinct 4 Carngham Road
 - Future Western Link Road
 - Existing Roads

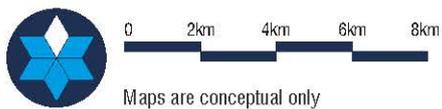
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Figure 11 Future Greenfield Investigation Areas



Map Key

-  Investigation Areas for Greenfield Development (subject to feasibility)
-  Ballarat West Growth Area (priority for full development)
-  Farming Zone



Initiative 3.7 – Support applications for additional greenfield land supply, in addition to Ballarat West, only where it supports Ballarat as a compact, highly liveable and well-connected city

Applications for additional greenfield land, which would compete with Ballarat West, will not be supported in Ballarat until the greenfield land supply market requires additional supply. This is unlikely to occur during the next 5–10 years. After that time, future opportunities for new greenfield land / development will then be subject to detailed feasibility assessments. Ad-hoc and unplanned greenfield development should be avoided and the merits of new greenfield areas tested against defined guidelines.

Large-scale greenfield development not covered by the Ballarat West and Alfredton West Precinct Structure Plans must demonstrate alignment with the following criteria:

- The proposal is of a size and scale to be considered a significant growth front for Ballarat's future
- The developer or consortium represents the vast majority of the developable land area in that precinct
- It is recognised feasibility assessments will be required, to be paid for by the applicant
- It is agreed greenfield developments will be required to be appropriately master-planned, involving a precinct structure plan or similar and include development contributions to fund infrastructure
- The proposal meets the principle of the '10 Minute City' which provides strategic direction that future greenfield development can and should be focused within roughly an 8km arc from the centre of Ballarat, to support the future of Ballarat as a compact, highly liveable and connected city
- The proposal is connected to the existing urban area – disconnected or 'leap frog' development will be discouraged
- The location minimises overall civil, community and transport infrastructure costs
- The location minimises impacts on Ballarat's historic urban landscape, the environment and Ballarat's natural resource base
- The pattern of growth supports public transport use and the development of high-frequency transit corridors.

These criteria will be embedded in the Ballarat Planning Scheme as important to the strategic justification of future greenfield growth.

Initiative 3.8 – Require appropriate development contributions to apply to future Greenfield development areas to assist with funding the required civil and social infrastructure

Improved social, economic, environmental and urban design outcomes are achieved through the provision of infrastructure early in the development of a new community. The delivery of key infrastructure in a timely and efficient manner is fundamental to sustainable outcomes in urban growth areas. There needs to be mechanisms in place to pay for it.

As occurs in Ballarat West, Precinct Structure Plans will be required for all new greenfield areas. Council will require Development Contributions to help fund a range of physical and social infrastructure in these areas. The infrastructure will be provided through a number of mechanisms including:

- Subdivision construction works by developers
- Development contributions (community infrastructure levy and development infrastructure levy)
- Utility service provider
- Capital works projects by City of Ballarat, state government agencies and community groups.

Development contributions will be applied in alignment with the two Ministerial Directions for Development Contributions, and be developed in accordance with the provisions of Part 3B of the Planning and Environment Act and the Victorian State Government Development Contributions Guidelines (2003, updated 2007).

Implementation

Key Actions

Short – medium term

- Continue full build-out of Ballarat West Growth Area, as the focus for greenfield growth in Ballarat
- Undertaken feasibility assessments on potential greenfield growth options for Ballarat, following Ballarat West
- Formally adopt criteria for assessing greenfield development applications
- Engage with local communities to determine local values in areas with the potential for significant land use change
- Continue to implement the Development Contributions Plan that already applies to the Ballarat West Growth Area
- Require future greenfield growth areas to incorporate a Development Contributions Plan as a pre-requisite for development

Supporting Actions

Ongoing

- Avoid ad-hoc and unplanned greenfield developments
- Refuse applications which do not meet Ballarat's strategic future direction, particularly where the proposal is for land that does not support the guiding principle of the '10 Minute City'
- Continue to recognise greenfield growth as an important part of the Ballarat housing market, but recognising the benefits of transitioning future growth towards a more compact city structure through encouraging convenient living locations

Further Information

- Tract Consultants Pty Ltd, Ballarat West Growth Area Plan, for City of Ballarat (2009)
- Alfredton West Precinct Structure Plan (2011)
- Alfredton West Precinct Structure Plan (2011)
- Ballarat West Precinct Structure Plan (2012)
- SMEC, Ballarat West Precinct Structure Plan, for City of Ballarat (2012)
- Development Contributions Reform: Implementing Standard Levies, May 2014

Guidance on the Future of Dispersed Settlement and Township Areas

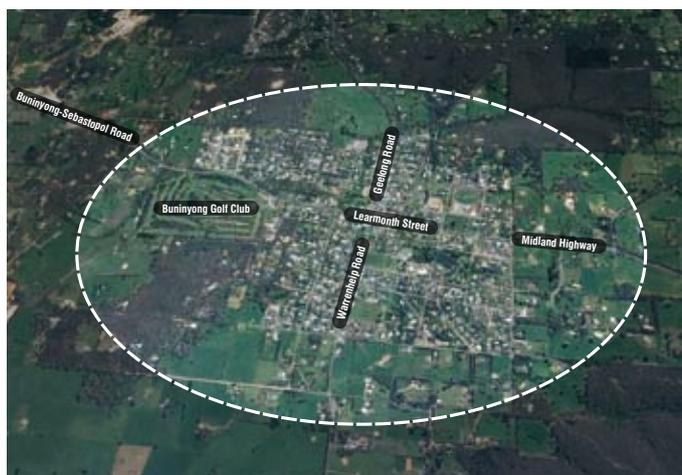


Initiative 3.9– Engage with local township communities to identify their long-term housing aspirations and clarify what role council can have in supporting that vision

Ballarat is a vibrant and growing regional centre which includes a rapidly growing urban core set within a picturesque and highly productive rural hinterland. It is the combination of the urban and rural components to the municipality which gives Ballarat its unique identity and character.

Over the next 25 years the township and rural communities are not forecast to grow significantly, but they are expected to change. Council has a significant role to play in supporting township areas to manage change, and protecting the agricultural land which is highly productive and essential to the long-term sustainability of the region. Having a long-term vision for these areas is important to ensure incremental decisions during the coming decades help support the inevitable changes of these areas in a way which represents the shared aspirations of local communities.

Integrated local area planning will be undertaken for the following township areas. The plans will identify a shared community vision, considering the opportunities and challenges of each unique community. They will be an important forum for township communities to engage with Council on long-term strategic issues.



Buninyong



Burrumbeet



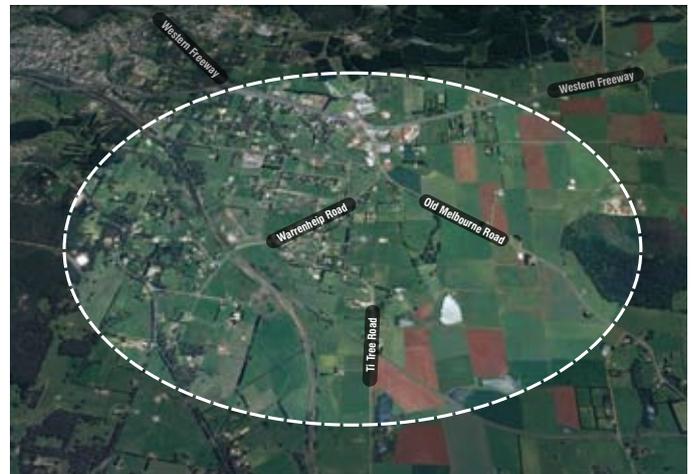
Cardigan Village



Learmonth



Miners Rest



Warrenheip

Refer **Initiative 1.22** which recognises the role of the same local area planning engagement to identify the economic opportunities and long-term future for township areas.

Initiative 3.10 – Support rural lifestyle development within existing rural living zone and township areas

Non-contiguous development, often found in areas of rural living, is a relatively expensive form of housing to service.²⁴ Whilst often sought after by property owners keen to realise the financial rewards of subdividing the land for rural living, the cost burden is borne by all other ratepayers in the Municipality. Even if properties are to be serviced with septic tank systems and no reticulated water, the costs of maintaining rural roads and other related services can be far in excess (on a per capita basis) than development of urban developments across the city.

Council frequently receives requests from landowners seeking this type of outcome for their land. However, there is already substantial acreage of undeveloped Rural Living Zone land within the region to support lifestyle choice. Ballarat already has significant supply of Rural Living Zone land, whilst Golden Plains Shire has extensive land similarly zoned just over the shire boundary from the Ballarat West Growth Area. It is estimated, at the rates of development observed in 2013, there is over 40 years of rural living zone supply in the Smythesdale / Scarsdale / Newtown areas; almost 70 years supply in Ross Creek, almost 100 years supply in Napoleons and over 35 years supply around Haddon / Smythes Creek. This represents significant land supply of rural lifestyle housing close to Ballarat, already zoned and ready for development.

During the short-medium term, rural lifestyle development should be encouraged in existing Rural Living Zone areas, with additional supply only to be considered in the longer term. Land supply in surrounding municipalities will be considered when applications for additional land supply in the Ballarat Municipality for rural lifestyle housing are received. Ballarat does not necessarily need to provide for all types of housing demand where it is supplied as part of a wider housing catchment.

This approach allows for ongoing rural residential style development across the region whilst helping to minimise the cost burden on all ratepayers in the municipality. It will provide certainty to land owners regarding the potential timeframe for development of their rural land for this type of housing.

Implementation

Linked Initiatives

Initiative 1.22 – Actively engage with township communities to develop and then implement a long-term community vision
Initiative 5.19 – Continue to manage the use of agricultural land to support agriculture and food security

Key Actions

Short – medium term

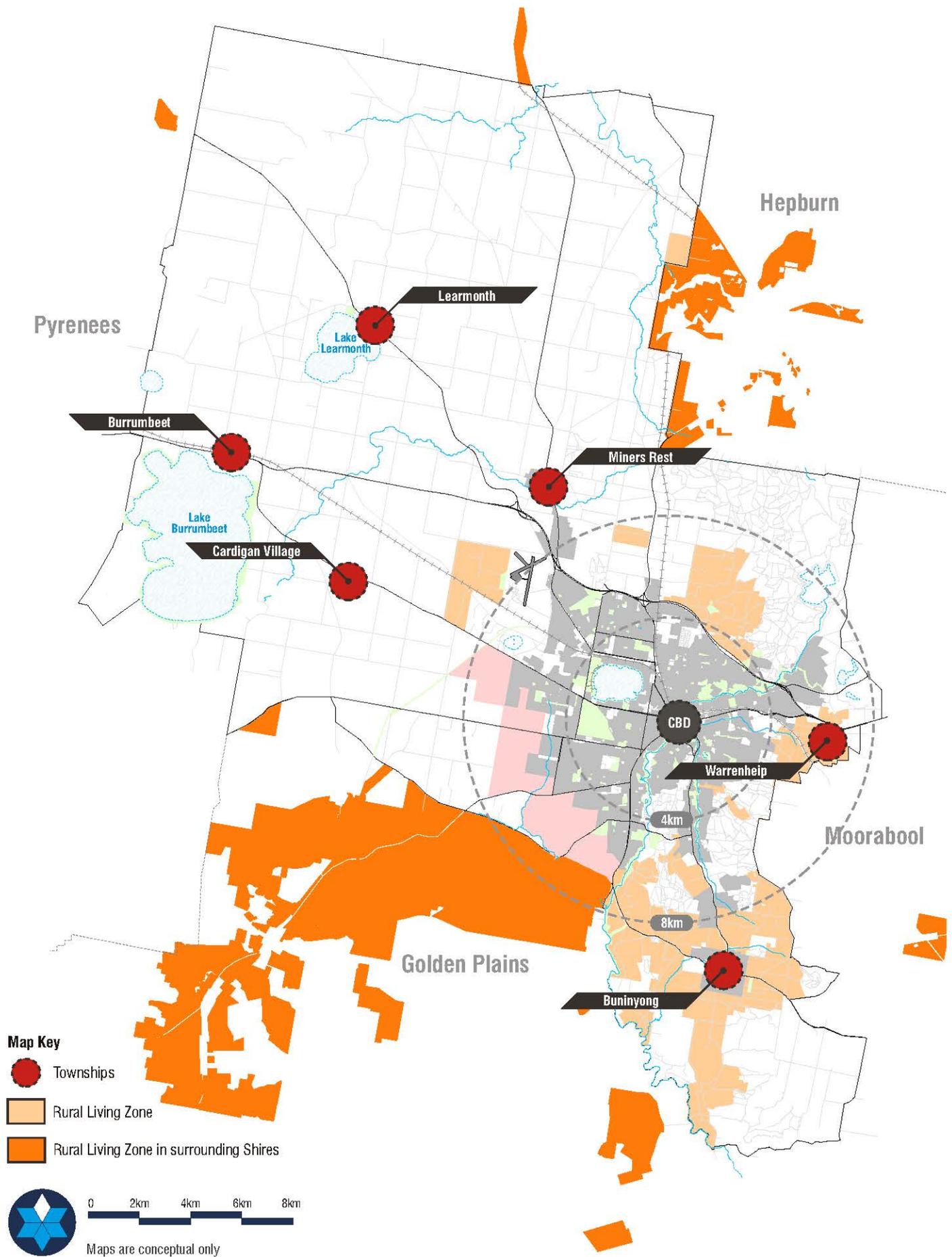
- Undertake local area planning for township areas, to determine their long-term aspirations, opportunities and challenges related to housing growth and change
- Consider the regional supply of land for rural lifestyle housing, including in Ballarat and adjacent shires, when considering applications for additional supply

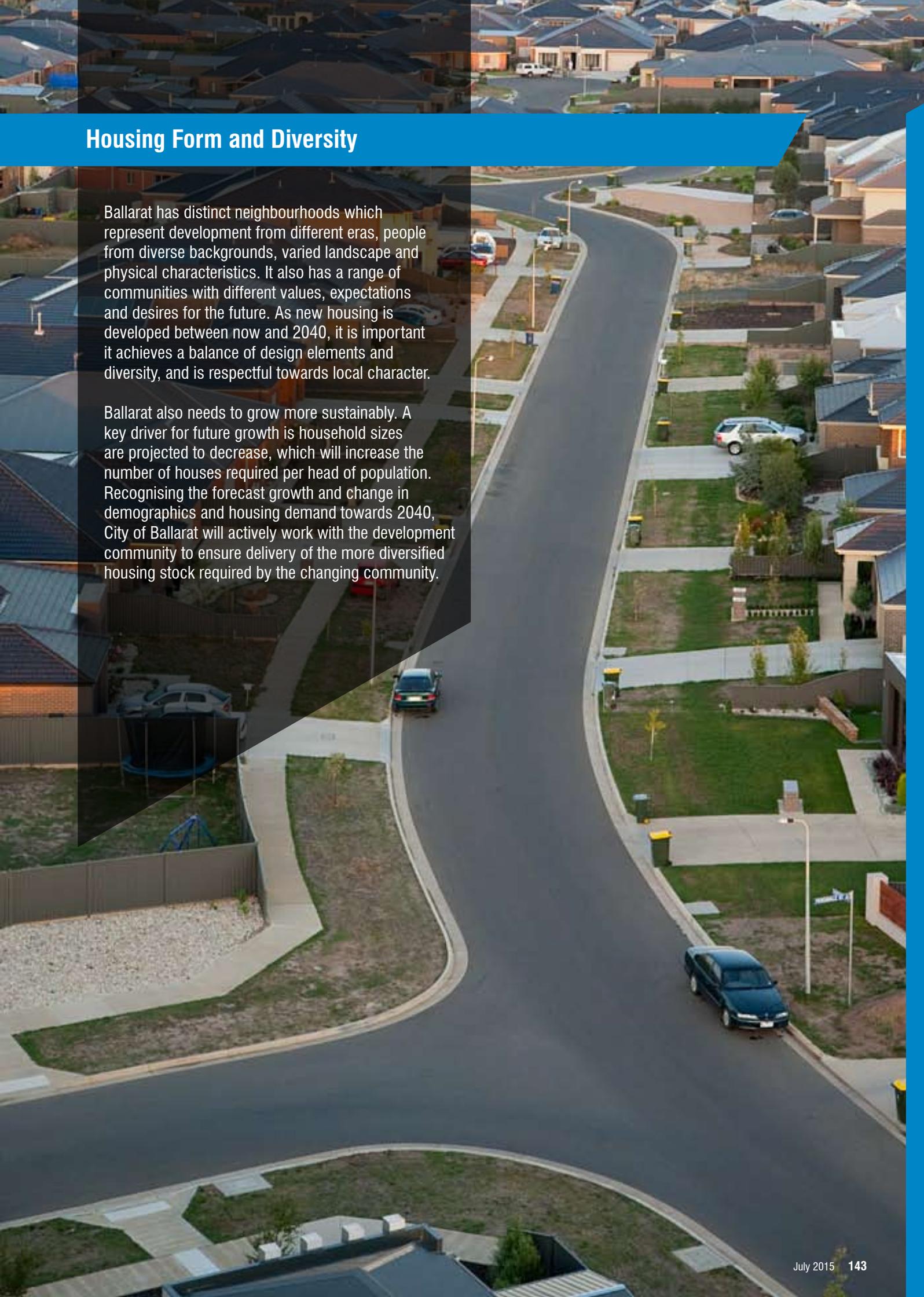
Further Information

- Rural Councils Victoria, Financial costs of settlement patterns in rural Victoria, 2013

²⁴Rural Councils Victoria, Financial costs of settlement patterns in rural Victoria, 2013

Figure 12 Rural Living and Township Areas





Housing Form and Diversity

Ballarat has distinct neighbourhoods which represent development from different eras, people from diverse backgrounds, varied landscape and physical characteristics. It also has a range of communities with different values, expectations and desires for the future. As new housing is developed between now and 2040, it is important it achieves a balance of design elements and diversity, and is respectful towards local character.

Ballarat also needs to grow more sustainably. A key driver for future growth is household sizes are projected to decrease, which will increase the number of houses required per head of population. Recognising the forecast growth and change in demographics and housing demand towards 2040, City of Ballarat will actively work with the development community to ensure delivery of the more diversified housing stock required by the changing community.

Protect the Unique Character of Ballarat



Initiative 3.11 – Promote character and diversity in the design and planning of new housing areas

Design principles for new housing areas are currently guided by the Ballarat Landscape Character Guidelines. To ensure their ongoing relevance, they will soon be incorporated into the Landscape Design Manual (LDM). The LDM has been developed by the City of Ballarat as a guide to specifying, installing and maintaining public landscapes within the City of Ballarat, particularly newly developed subdivisions, and landscape works on City of Ballarat land. The LDM is to be used as a guide and reference by landscape architects and designers during the preparation of landscape plans for submission to Council, by landscape contractors during landscape construction, and by developer and Council representatives in the field during the landscape construction and maintenance periods.

The LDM is aimed at ensuring the quality and workmanship of landscape works undertaken within the municipality are in accordance with accepted industry standards, and sound horticultural and sustainable management practices. It will therefore be reviewed annually to ensure it addresses relevant City of Ballarat standards, guidelines, practices and issues. Towards 2040, this guide will continue to be updated to ensure it provides contemporary requirements on new development areas.

As an ongoing priority, Council will continue to improve the promotion and compliance with landscape character area requirements in all new developments.

Implementation

Key Actions

Short – medium term

- Improve the promotion and compliance with landscape character area requirements in all new development

Supporting Actions

Ongoing

- Undertake integrated local area planning through consideration of local values
- Improve the built form quality of medium and higher density development in Ballarat through policy, guidance and pilot opportunities

Further Information

- Landscape Guidelines for Development in the City of Ballarat (2000)
- Ballarat Landscape Design Manual (August 2012)

Support Affordable and Community Housing



Initiative 3.12 – Provide local leadership to achieve social and community housing outcomes for Ballarat, including pilot opportunities

There is clear evidence housing directly impacts on an individual's health and wellbeing, with housing playing a critical role in health, education, employment and safety outcomes. Across the municipality, the provision of affordable housing promotes community diversity and cohesion, supporting our vision for the City of Ballarat as a safe and well-serviced city that provides access to opportunities for all citizens and creates healthy, connected communities.

Generally, housing affordability across Australia has declined to the point where it is ranked one of the lowest in the world. Rising house prices has led to stronger demand for rental properties both increasing rental costs and displacing lower income households from more affordable accommodation. A shortage of affordable rental properties has increased demand for both social housing and housing support services. As this demand significantly exceeds supply, both locally and across Australia, the number of people who are homeless or living in severely overcrowded conditions or marginal housing continues to grow. Given current housing shortages, combined with predicted population growth, there is an immediate need to extend the diversity of housing stock and increase the availability of affordable dwellings in Ballarat.

The housing affordability challenge is complex one. Based on the 2011 Census only 4.9% of Ballarat's dwellings stock is defined as 'social housing' (1,890 dwellings). This suggests a gap in the provision of social housing in the City of Ballarat of between 1,360 and 3,850 dwellings (based on a need of 8.5 to 15 per cent of total stock).²⁵ If no additional social housing is added, this gap could increase to between 3,770 and 8,110 by 2040. There will need to be a step-change increase in the amount of social and affordable housing provided in Ballarat over the coming period.

Providing social housing is primarily the responsibility of Federal and State governments. However, local government land use planning can provide for affordable housing. The City of Ballarat also recognises that through a strong understanding of local community need, and its planning and service delivery functions, local government is well placed to play a more substantial part in addressing gaps in the local housing market. This is evidenced by international and local trends. Council's role therefore includes:

- Provision of strong leadership in setting the housing agenda
- Utilising planning system measures to facilitate efficient housing markets and increased affordable (including social) housing supply
- Facilitating and initiating partnerships that bring together stakeholders to collectively address housing issues
- Information provision to promote understanding of housing need and facilitate informed debate about future housing solutions.

Working in partnership to provide affordable housing has been a recent emerging trend in Australia. This includes both partnerships between all levels of government as well as working with the community housing sector and private developers to boost the availability of affordable housing supply. Lack of funding capability, coupled with the scope of Council's involvement in facilitating affordable housing, necessitates strong partnerships in order to reduce the gap between housing supply and current and future demand.

²⁵ SGS Economics and Planning, Ballarat Housing Needs Assessment (Update) 2014

In terms of leadership opportunities for Council, there are opportunities for ongoing focus on:

- **Utilisation of existing dwellings** - facilitate partnerships between housing service providers, real estate agents and other housing stakeholders to deliver programs that enable better utilisation of current housing stock
- **Planning policies and strategies** - utilise planning system measures to facilitate efficient housing markets and increase affordable (including social) housing supply
- **Social housing provision** - demonstrating strong leadership through the provision of resources to facilitate effective local partnerships to create new social housing solutions
- **Community information** - leading the provision of relevant, high quality information to both assist housing stakeholders to access information about housing need and trends and improve planning.

City of Ballarat will continue to engage with the State and Federal Governments, and private sector, to improve access to social and affordable housing opportunities. Pilot projects will be actively encouraged in Ballarat. Private sector proposals where the pilot could demonstrate a viable long-term business model for housing provision will be of particular interest.

Implementation

Key Actions

Short – medium term

- Engage with State Government and other key stakeholders to provide leadership in addressing the provision of social and affordable housing opportunities in Ballarat
- Continue to engage with the private sector and State Government on opportunities for pilot projects of social and affordable housing

Supporting Actions

Ongoing

- Continue to encourage the provision of affordable, diverse housing opportunities across the municipality

Further Information

- SGS Economics and Planning , Ballarat Housing Needs Assessment (update) 2014

Plan for Affordable and Diverse Housing Appropriate for an Ageing and Changing Community



Initiative 3.13 – Support a structure to the city and make land use planning decisions to enable ageing in place, enable excellent access to public transport and support the viability of providing the services needed for an ageing population

There is a strong need to plan ahead for an ageing population. Ballarat's population is expected to include over 25,000 seniors by 2040. The age of the population has implications for the provision of services and facilities, housing needs and the economy.

The City of Ballarat values the philosophy of 'Positive Ageing' and strives to create an environment across our city that reflects these values in our culture, services, planning and built environment. The Council Plan and Positive Ageing Strategy have been developed to assist in achieving this outcome utilising the principles from the World Health Organisation's Global Age Friendly Cities Guide. This guide suggests:

'In an age friendly city, policies, services, settings and structures support and enable people to age actively by:

- Recognising the wide range of capacities and resources among older people
- Anticipating and responding flexibly to ageing-related needs and preferences
- Respecting their decisions and lifestyle choices
- Protecting those who are most vulnerable
- Promoting their inclusion in and contribution to all areas of community life²⁶

The City of Ballarat is inclusive of all people, respectful and inclusive of all diverse groups within the community. Active ageing is a lifelong process, and an age-friendly city is not just 'elderly friendly'. Some of the areas Council and the Ballarat community have achieved or are working to enhance include the following:

- Built spaces in our local environment which are free of barriers to enhance the mobility and independence of people with disabilities, both younger and older
- Safe, secure neighbourhoods allowing children, adolescents, adults and older people to enjoy being outdoors, exploring and enjoying their neighbourhoods in confidence, being able to participate in physically active leisure and social activities
- Families experiencing less stress when their older members have the community support and health services they need
- The community at large benefiting from the participation of older people in paid and volunteer work.

Ballarat Strategy does not outline specific actions for dealing with an ageing population. This is because the changing demographics and forecast population growth and change in Ballarat towards 2040 underpin all policy directions and initiatives, not just particularly related to ageing. Instead, the Strategy directs decision-making towards a universally accessible Ballarat, with diverse housing that can accommodate people with changing needs.

It is important to note that if an area is accessible and safe for an ageing population, it is usually safe and accessible for all. That is why initiatives throughout this strategy support universal accessibility.

²⁶World Health Organisation, Global Age Friendly Cities Guide 2007

There is significant land available for new housing, appropriate for an ageing population, in greenfield growth areas such as Ballarat West. However, many new and existing residents would prefer to age in place or move to already well-established areas with access to existing health services and facilities. It is therefore important to take strong action to increase housing growth in existing urban areas to support ageing in place and access to amenities and develop targeted areas for infill and renewal close to activity centres and/or amenities.

The planning of built spaces in our local environment that are free of barriers and support the mobility and independence of people with disabilities, both younger and older therefore have universal benefit. Similarly, master planning and local neighbourhood planning are to be pursued to support safe, secure neighbourhoods allowing children, adolescents, adults and older people to enjoy being outdoors, exploring and enjoying their neighbourhoods in confidence, being able to participate in physically active leisure and social activities.

City of Ballarat is currently in the process of developing the Ballarat Positive Ageing Strategy 2015 – 2018. Those recommendations will set the short-term goals towards a more accessible place for an ageing and diversifying population.

Initiative 3.14 – Provide Leadership to ensure appropriate management of cemetery land

Across the Ballarat Municipality there are a number of cemetery trusts responsible for burials and cemetery management. In some rural areas, trusts continue to offer this important service through the dedication and commitment of local community volunteers. This can be a very difficult and onerous task in often difficult and demanding circumstances.

The forecast increase in demand for end of life services is expected to place an increasing burden on some local trusts and their volunteers. Increasing demand is already seeing commercial demands being placed on cemetery land management, which requires robust, transparent and professional management expertise.

Council will provide leadership in supporting local cemetery trusts to respond to this changing demand for cemetery land, and support them to explore opportunities for long-term structural reform.

Implementation

Key Actions

Short – medium term

- Work with cemetery trusts to identify their long-term economic and practical needs, including land, technology and governance reform

Supporting Actions

Ongoing

- Continue to plan for an ageing population, and the significant implications this has for land use planning and the built environment

Further Information

- Ballarat Positive Ageing Strategy (2015-2018)
- World Health Organisation, Global Age Friendly Cities Guide 2007
- Ballarat Cemeteries Trust
- Ministerial Advisory Committee for Cemeteries and Crematoria

SECTION

4

Connected Ballarat

Integrate transport and land use planning to link people to each other, jobs, services and goods to markets.



Connected Ballarat

A key principle of the Ballarat Strategy, identified through Ballarat Imagine, is to ensure Ballarat remains easy to around. It is fundamental to what Ballarat is today and an attribute the community are keen to retain into the future.

The situation in Australia over the last 50 years has been that as a city grows, traffic congestion worsens and it becomes increasingly costly and time consuming to move around and access jobs, services and other daily needs. Effective long-term integrated transport and land use planning is required to avoid this outcome. With a population of approximately 160,000 people in Ballarat by 2040 there is a clear need to pursue a more sustainable transport system, which better manages transport demand.

A sustainable transport system for Ballarat is fundamentally about giving the community more convenient options for how they move, considering their personal needs and circumstances. The Strategy provides alternative transport outcomes to support a growing population and addresses concerns related to increased congestion, rising fuel prices and environmental impacts. Whilst private cars provide the highest levels of mobility, transitioning to a more sustainable transport system which achieves a greater balance between cars and other modes such as walking, cycling and public transport will help address these challenges.

To achieve this, the Strategy includes:

- Consideration of transport impacts when making important growth decisions such as which areas should grow the fastest
- Integration of different modes of transport into the structure and fabric of the city as it grows through strong and strategic integrated land use and transport planning
- Making public transport more attractive
- Planning for flexible and scalable transport networks that can develop over time as demand grows and technology changes
- Protecting land for key infrastructure such as road upgrades and high frequency public transport corridors
- Ongoing monitoring and management of the road network for efficiency
- Managing the cost and provision of parking in key centres.

Investments in roads can have widespread benefits for the city, and will remain important for Ballarat over the long-term. The current investments in the Ballarat Western Link Road project, for example, are important for leveraging the benefits of the entire Ballarat West Employment Zone. Improving access to Federation University campus and Technology Park at Mount Helen also offers the potential for significant growth and investment in these centres.

The following are the key policy directions proposed for ensuring an integrated approach to connecting business and the community.

The Plan for Change Towards 2040

A More Sustainable Transport Network

Build a Less Car-dependent Community with a More Sustainable Transport System

- 4.1 – Transition Ballarat towards a more sustainable transport system
- 4.2 – Benchmark travel behaviour measures against 2011 figures, to monitor progress towards a less car dependent future

Ensure Land Use Supports the Viability of Frequent Public Transport

- 4.3 – Work in partnership with Public Transport Victoria to shape the land use pattern of Ballarat so it can best support high frequency public transport
- 4.4 – Make better land use decisions around areas with the potential for transit oriented development

Support a High Quality Walking and Cycling Network to Improve Local Accessibility

- 4.5 – Partner with the community to develop a user focussed cycling network, as a game-changing enabler to growth in cycling
- 4.6 – Work with schools and local communities to improve walking and cycling connections within 10 Minutes of key destinations, as part of a Neighbourhood Links Program

Plan for Future Transport Capacity and Demand

- 4.7 – Complete the Western Link Road from the Western Freeway to the Midland Highway
- 4.8 – Investigate the need for new road connections as part of local area planning for townships and communities
- 4.9 – Investigate pilot opportunities to introduce a network of park and ride stations in Ballarat
- 4.10 – Focus on people rather than cars in managing supply and demand of car-parking

Make Better Use of Existing Transport Infrastructure and Network Capacity

- 4.11 – Partner with the State Government to better manage our transport networks and support greater efficiency and reduced costs of meeting demand

Support Improved Connections within the Region and To Other Key Jobs and Business Markets

- 4.12 – Advocate and collaborate to deliver key regional transport priorities
- 4.13 – Partner with State Government and other stakeholders to improve regional bus connections
- 4.14 – Monitor demand for direct air capacity and investigate long-term opportunities for a Ballarat Airport with passenger and freight services

Improve the Efficiency of Moving Freight

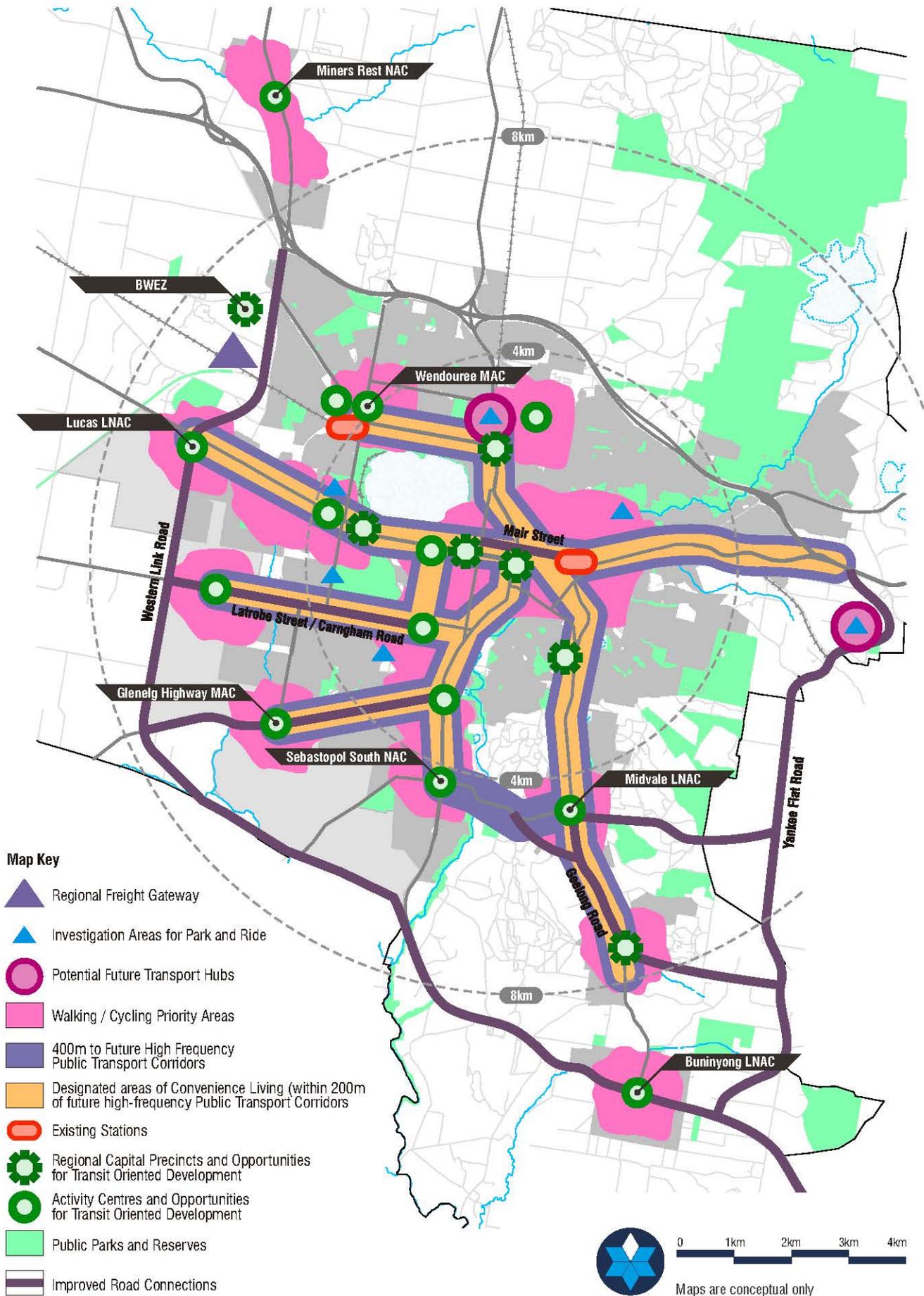
- 4.15 – Improve the efficiency of supply chains by delivering Ballarat's developing regional transport gateway (Ballarat West freight hub)
- 4.16 – Encourage freight intensive developments to locate in areas appropriately serviced by identified strategic freight corridors

A More Sustainable Transport Network

Ballarat needs a more sustainable transport system, which will be more resilient to the challenges of an additional 60,000 people by 2040. Those extra people will all want to move across Ballarat the way the current population does. The status quo isn't an option.



Figure 13 Towards a More Sustainable Transport System



Build a Less Car-dependent Community with a More Sustainable Transport System



Initiative 4.1 – Transition Ballarat towards a more sustainable transport system

Even in 2040, Ballarat is expected to experience only moderate congestion in comparative terms. By Ballarat standards, however, the traffic situation will be much worse if current trends continue. This is something the community clearly outlined through Ballarat Imagine they didn't want to occur. There will be issues with congestion, pollution and socio-economic impacts of the rising cost of fuel, capacity issues of road space and parking, and ongoing contribution to climate change. Ballarat needs to transition towards a more sustainable transport system in our growing city.

Sustainable transport is about providing options on how to travel

Sustainable transport systems enable people to move, connect and access destinations in a manner that considers the environmental, social and economic sustainability of travel choices. They don't just move people, they also support connections which provide environmental, social and economic benefits. Such a system encourages less reliance on the private car to meet daily needs, by increasing the attractiveness of other transport options, such as walking, cycling and public transport. Sustainable transport systems recognise that there are often alternatives to the car which are cheaper and more convenient to use for certain trips.

A sustainable transport system for Ballarat is fundamentally about giving the community alternative convenient options regarding how they move, considering their personal needs and circumstances. Whilst private cars provide the highest levels of mobility, transitioning to a more sustainable transport system which achieves a greater balance between cars and other modes such as walking, cycling and public transport will help address key challenges. By adopting key principles to guide decision-making, and developing a suite of Action Plans, Council will be proactive in responding to the transport needs of a growing population.

Transport decision-making will be guided by the following key principles:

- 1 People first approach to priority:** Council will manage the transport network so as to promote sustainable transport alternatives, improve accessibility and inclusiveness, and benefit the walking economy.
- 2 User friendly streets and grid network:** Council will consider streets as places where people live, work and play and provide access for all users as part of a safe, integrated and efficient transport system.
- 3 A better public transport system:** Council will collaborate with key Agencies and stakeholders to improve public transport access, connectivity and convenience within, across and from Ballarat.
- 4 Improve integration of land use and transport to deliver wide-ranging community benefits:** Council will encourage a pattern of land use that supports the viability of high-frequency public transport, and utilise the concept of the '10 Minute City' to support walking and cycling to key destinations and local neighbourhoods.
- 5 Consider economic value when prioritising network efficiency:** Council will prioritise uses on certain key corridors to maximise supply chain efficiencies and economic activity, in alignment with the Ballarat's Road User Hierarchy. Key freight routes, for example, will be prioritised for business and commercial uses.
- 6 Promote cultural change towards more sustainable transport choices:** Council will promote, educate and provide leadership on supporting walking, cycling and public transport initiatives to encourage change in perceptions and travel behaviour.
- 7 Embrace technology and innovation as an enabler of better transport choice and accessibility:** Council will be open, proactive and flexible in supporting new and emerging ways to move – including technologies and business models for transport not yet mainstream, but offer the potential to benefit the community and better connect Ballarat.

Specific projects and programs will be identified through the development of Action Plans. Community engagement and advocacy will be an integral part of the long-term transition.

Initiative 4.2 – Benchmark travel behaviour measures against 2011 figures, to monitor progress towards a less car dependent future

In 2011, the Census indicated only 3% of Ballarat workers travel to work on public transport. Excluding commuters on the train, only 1% caught the bus, around 1% cycled, 3% walked. Almost 74% of people drove to work. The majority were the sole occupant of the car.

If the community grows whilst maintaining this same level of car dependence, the car will become an increasingly less viable or convenient travel option for everyday needs. It is important walking and cycling are promoted in the short and long term as legitimate and supported modes of transport in Ballarat to support the required longer-term transition. One car for every person driving to work is not a realistic option in 2040.

To assist with decision-making over the next 25 years, and to remain focused on the need for a shift in travel behaviour, key transport benchmarks will be used to monitor progress towards a more sustainable transport future. Benchmarks will initially be based on modelling outputs from the Victorian Integrated Transport Model (VITM) of the 2011 transport network, and 2011 Census data. Although limited in scope at this stage (particularly related rates of walking and cycling), they offer a useful starting point for future refinement. Key benchmarks include:

Transport Element	Current Situation (2 Hour weekday morning peak)	Benchmark for 2040*
Public Transport Mode-share	~9,200 total or 2.2% of all trips	Increases in the raw number of trips using Public Transport (PT) will be a positive measure. If the population grows at a faster rate than PT, then the percentage would reduce in the context of more total trips.
Average Bus Speed	21kmh	If bus routing continues to become more direct, this can be a useful measure of whether buses require priority at congested locations.
Average Train Speed	90kmh	Increased speed would be indicative of more express services to Melbourne or infrastructure improvements to improve passing opportunities
Average PT Trip Length	7.7km	Reductions in trip length could indicate the '10 Minute City' is enabling more tasks to be accessed locally. Increases could indicate PT becoming more convenient and popular for longer-trips. More detailed analysis required to accompany this measure.
Average PT Trip Time	10 Minutes	Similar to length of PT trips, requires detailed analysis of other factors to determine why the time varies. Reduced PT times could indicate faster and more direct routes, or shorter trips.
Length of Congested Road	2km	Current figures are very low, reflecting a road network which is easy to get around at all but peak school periods in defined locations. An increase in congestion is not necessarily a bad thing, as it can encourage and promote alternative transport choices.

*Note: Values and benchmarks will change as improved transport data becomes available.

Critical to identifying success is the collection of robust transport data for Ballarat. The Sustainable Transport Strategy (refer **Initiative 4.1**) will identify how this data could be collected, and the benchmarks will be reviewed and updated as new data becomes available. The 2016 ABS Census will be of particular interest, and non-motorised counts of walking and cycling a priority for collection.

Implementation

Key Actions

Short – medium term

- Develop transport action plans to guide the transition to a more sustainable transport system

Long term

- As the population grows deliver a long-term transition away from car dependency, so by 2040 key transport metrics are at 2015 levels or better

Supporting Actions

Ongoing

- Establish and collect a suite of transport data to monitor the transition to a more sustainable transport system

Further Information

- Ballarat Sustainable Transport Strategy 2015 – 2025: Discussion Paper (February 2015)

Ensure Land Use Supports the Viability of Frequent Public Transport



Initiative 4.3 – Work in Partnership with Public Transport Victoria to shape the land use pattern of Ballarat so it can best support high frequency public transport

The bus network in Ballarat provides an important social service to the community. Its current route structure services a wide geographic catchment, but its timetabling and route choice limits its attractiveness to a relatively small cohort in the community. Given the relatively cheap cost of parking, most people in Ballarat choose to use a private car for their day-to-day needs if they are able. Those who rely on the public transport system indicate its frequency and convenience falls short of their expectations, and far short of offering a viable alternative to the car.

Ballarat Needs a High Frequency Public Transport Network between Key Centres

Council officers are working with Public Transport Victoria to develop high frequency public transport corridors across Ballarat, implemented in stages over the next 20-25 years. The proposed approach seeks to support land use change which makes such a network viable over the long-term. Ultimately, the network could support bus services between key nodes, supported by a system of feeder bus routes from more suburban destinations. The concept would remove the need for a timetable on key routes, providing confidence to the community that they can just walk up to a bus stop and a service will be just a few minutes away. Similarly, interchanging in this model is seamless as the frequency provides for minimal time spent waiting for a connecting service. Better co-ordination of timetables between bus and train services further improves the convenience of public transport.

The information depicted in **Figure 13** Towards a more sustainable transport is not intended to demonstrate the actual bus routes, which is ultimately to be determined by Public Transport Victoria. The corridors are indicative of the land use change which will support higher frequency public transport over the long-term.

The Role of Land-use

The State Government funds and manages the provision of public transport in Ballarat. However, Council decision-making can have a significant influence over the viability of the public transport services that can be provided. By supporting more infill development and higher density housing around activity centres and along key public transport corridors, the number of people potentially using the services can be significantly increased. This improves the viability of providing additional services, and brings forward the time at which the new services could be justified. Similarly, encouraging growth of commercial and office developments in clusters helps support greater patronage to justify a high frequency public transport link to a specific location.

As outlined in **Initiative 3.2**, City of Ballarat will support more housing developments within 400m metres of public transport and walking distance of local activity centres, and actively support development in 'convenience living corridors' within 200m of the long-term high frequency Public Transport corridors. This land use intervention seeks to increase the number of people potentially accessing public transport, so over time it becomes increasingly frequent and progressively more convenient.

Support for Transit Oriented Development (TODs) (**Initiative 4.4**) is intended to similarly support the viability of high frequency corridors over the long-term.

Initiative 4.4 – Make better land use decisions around areas with the potential for transit oriented development

Several key transport interchanges exist within Ballarat, including rail and bus interchanges at the Ballarat and Wendouree Activity centres. These centres provide important rail and bus interchanges and are key access points to the wider public transport network. To capitalise on the high connectivity at these locations, planning controls which encourage a greater intensity and diversity of use at these centres will support them to become attractive destinations. Intensifying land uses around hubs, with a focus on access by public transport, is commonly referred to as Transit Oriented Development, and opportunities for this type of development will be pursued.

Public transport supports these destinations by providing access to a larger pool of potential employees and customers for firms. Enhancing the attractiveness of activity centres as destinations to visit will assist in increasing patronage, including demand during off peak times and in the contra-peak direction. This additional demand will help to support frequency improvements in both peak and off peak times. It's a two way proposition, requiring both investments in public transport services and the centres themselves.

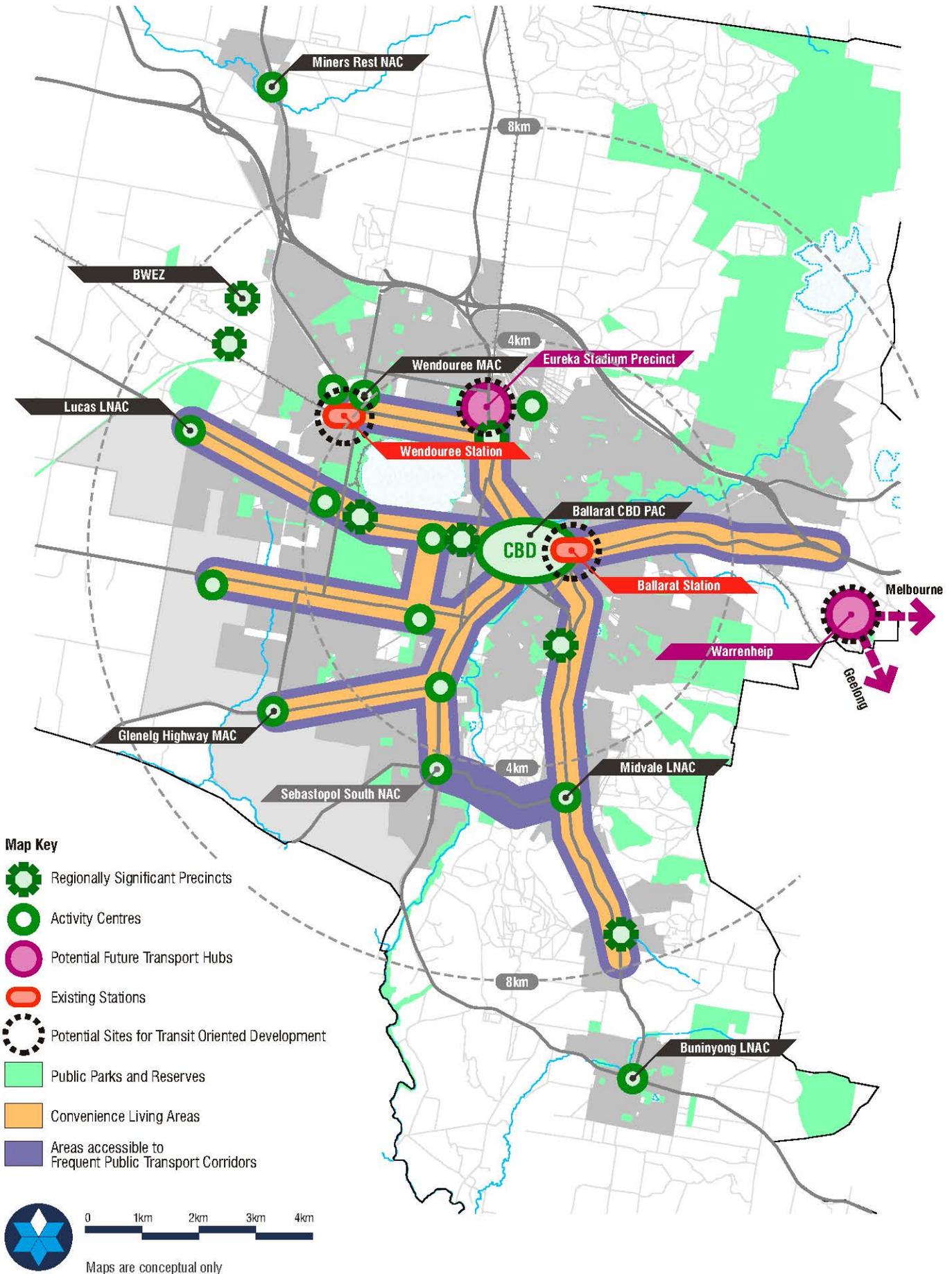
It is proposed for there to be more extensive use of Residential Growth Zone within the catchment of public transport hubs such as Wendouree Activity Centre and railway station and areas identified for convenience living (**Initiative 3.2**) as well as in the CBD and inner city fringe. Zoning which encourages residential growth in areas where public transport is best placed to provide high levels of service and access is supported by PTV.

Long-term TOD Opportunities

Transit Oriented Development (TOD) will be encouraged in all Activity Centres. Better integration of developments, built form and transport services benefits everyone. In terms of new centres for TOD, there is the potential for urban growth in Warrenheip (refer **Initiative 3.9**) and around the proposed Selkirk Precinct near Eureka Stadium (refer **Initiative 1.5**) provide future opportunities for railway stations in these locations. The viability of new rail stations would require a clear and robust land use response to drive demand. They are considered important long-term opportunities.

Over the medium – term, game day and major event rail access could be provided to Eureka Stadium in advance of wider urban renewal and regeneration.

Figure 14 Transit Oriented Development



Implementation

Linked Initiatives

- Initiative 1.2 – Undertake structure planning for local activity centres, to maximise their ability to develop and diversify
- Initiative 1.3 – Recognise all regionally significant economic precincts in the Ballarat Planning Scheme, and commit to local area planning for each to determine their long-term future
- Initiative 1.5 – Pursue urban renewal in key locations
- Initiative 3.2 – Promote infill development in ‘strategic infill corridors’
- Initiative 3.7 – Assess the merits of new greenfield opportunities in accordance with established criteria

Key Actions

Short – medium term

- Recognise the long-term aspiration for high frequency public transport connections in the revised Local Planning Policy Framework of the Ballarat Planning Scheme

Supporting Actions

Ongoing

- Continue to work in partnership with Public Transport Victoria and other key stakeholders to improve the convenience, legibility and frequency services of public transport

Further Information

- Public Transport Victoria submission to Ballarat Planning Scheme Amendment C177: Reformed Residential Zones 2014

Support a High Quality Walking and Cycling Network to Improve Local Accessibility



Initiative 4.5 – Partner with the community to develop a user focussed cycling network, as a game-changing enabler to growth in cycling

Ballarat is relatively easy to get around by walking and cycling, however, few people choose to commute this way to get to work and school. Most journeys of these types are for recreation. Cycling and walking need to become mainstream modes of transport, not just for recreation, but for daily life. Supporting community led initiatives is important to facilitate a changing cycling culture.

There is significant opportunity to support much greater participation through higher quality walking and cycling networks to local destinations such as shops, services, sports grounds and schools. There is scope to add value to the existing Ballarat Cycling Strategy and Principal Bicycle Network, developed in collaboration between Council and VicRoads. Opportunities include:

- Provision of high quality cycle paths, tracks and trails as well as highly walkable routes between key nodes such as schools, employment hubs and activity centres
- Development of a user focussed Ballarat Bicycle Network through the development of a sustainable transport strategy
- Increase the activation around the Lake Wendouree Precinct through the introduction of a bike share scheme for recreational users. When visitors are coming to the area, it could be a great opportunity to increase the visitor experience and enable visitors to ride around the Lake and see the Botanical Gardens, Ex-Prisoner of War Memorial and Victoria Park.

Specific actions will be developed as part of the Ballarat Sustainable Transport Strategy.

Initiative 4.6 – Work with schools and local communities to improve walking and cycling connections within 10 minutes of key destinations, as part of a neighbourhood links program

Neighbourhood links are safe, convenient and logical connections between local places. The approach identifies opportunities to improve the safety and amenity of quiet local streets to make it easier to access day-to-day destinations. The objective is to improve the permeability of our neighbourhoods, and encourage people to access neighbourhood centres, parks, schools, natural areas and other key community destinations, by walking, cycling or wheelchair.

These links are generally targeted to people living within 10 minutes of their destination by walking or cycling, where the use of a car to access the site is unnecessary. As a greater range of services are provided in local suburban activity centres, the number of people walking to these locations should be maximised; these locations could benefit from the neighbourhood links approach.

Neighbourhood Links are Community Driven

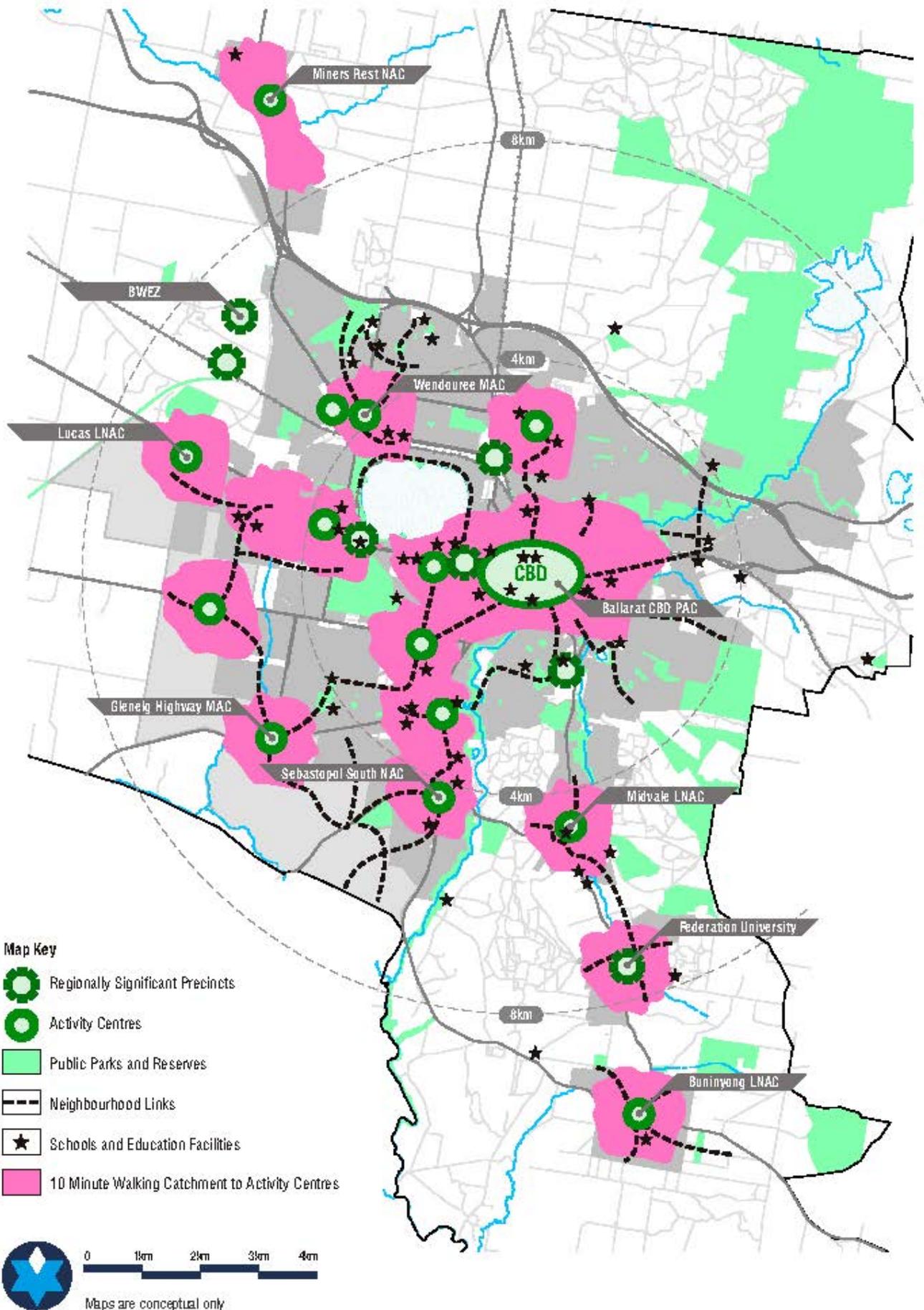
Fundamental to the neighbourhood links program is that it is community driven. Rather than being a program run by Council to make specific changes to local neighbourhoods, it is an opportunity for local organisations, stakeholders and communities to partner with Council to improve accessibility to local destinations. The ideas, priorities and initiatives are expected to be jointly developed and delivered.

In the short-term, pilot projects will be pursued with local schools to reduce the barriers to kids walking to and from school. Benefits of shifting car trips to active transport can support a range of benefits, and improve children's health by:

- Increasing levels of physical activity (and associated physical, psychological and social health benefits)
- Helping children maintain healthy weight
- Reducing the environmental health damage caused by excessive car use (for example, air and noise pollution, global warming)
- Reducing inequalities in children's social and physical health associated with physical activity, obesity, and motor vehicle crash injuries.

Following review of the pilot program, it is expected the neighbourhood links program will be offered to all neighbourhood areas to improve the permeability and walkability of our neighbourhoods.

Figure 15 Neighbourhood Links



Implementation

Linked Initiatives

- Initiative 1.2 – Undertake structure planning for local activity centres, to maximise their ability to develop and diversify
- Initiative 1.3 – Recognise all regionally significant economic precincts in the Ballarat Planning Scheme, and commit to local area planning for each to determine their long-term future
- Initiative 1.4 – Work with schools and universities to expand and better integrate their campuses with the urban fabric
- Initiative 2.1 – Work towards all urban residents being able to access most of their daily needs within 10 minutes' walk or cycling from home
- Initiative 2.3 – Place greater emphasis on people at the centre of infrastructure design in public places
- Initiative 2.4 – Require new greenfield developments to be designed to promote physical activity and provide for complete neighbourhoods
- Initiative 5.9 – Ensure all urban residents of Ballarat are within a 10 minute walk of appropriate open space, and rural residents can access open space areas

Key Actions

Short – medium term

- Progress a user focussed cycling network for Ballarat through the development of the Ballarat Sustainable Transport Strategy
- Undertaken pilot projects to implement a Neighbourhood Links program that improves walking and cycling opportunities from homes to key local destinations

Further Information

- Cycling into the Future 2013 – 2023
- Life Between Buildings: Using Public Space, Gehl Architects (2011)

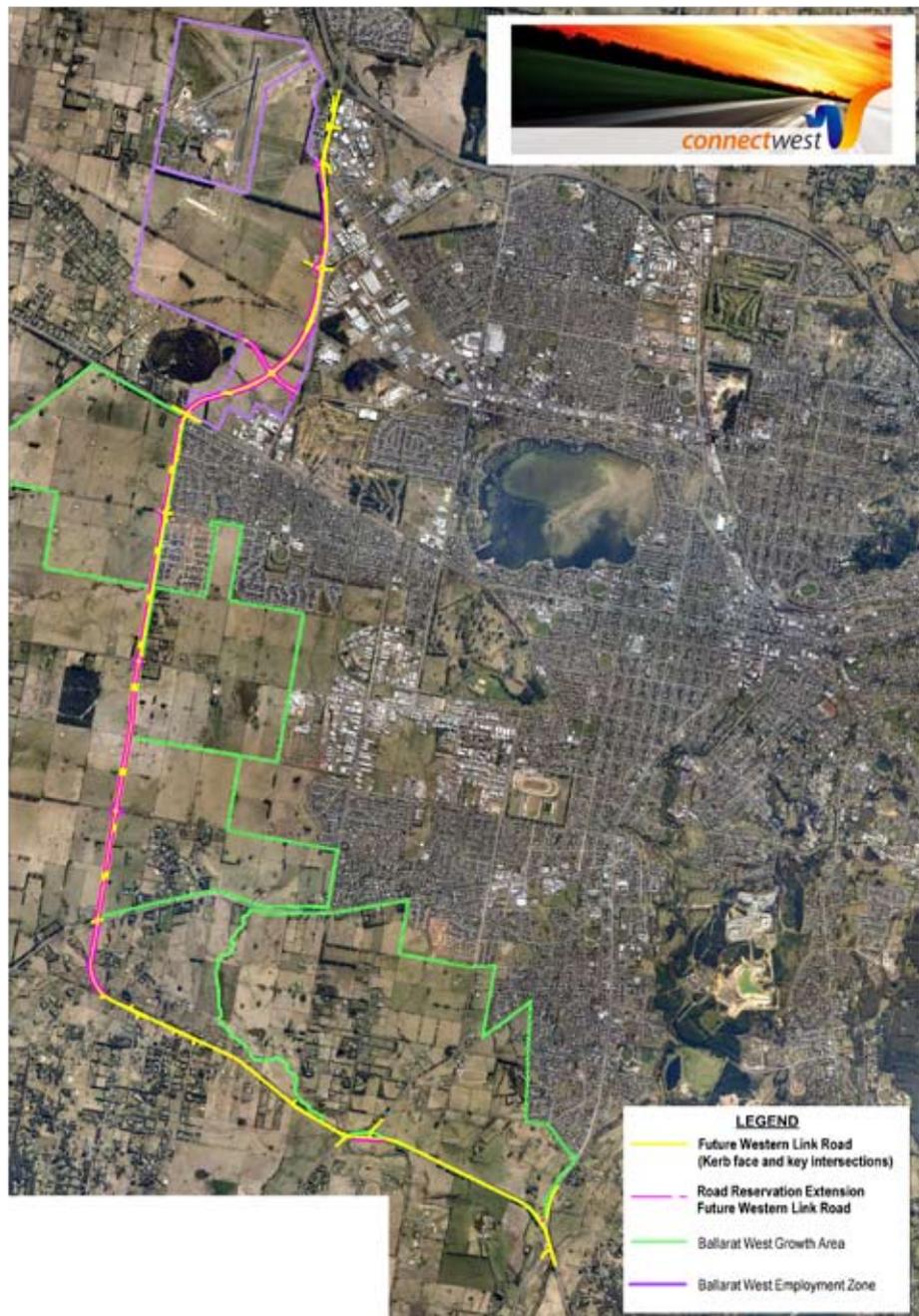
Plan for Future Transport Capacity and Demand



Initiative 4.7 – Complete the Western Link Road from the Western Freeway to the Midland Highway

The Ballarat Western Link Road (BWLR) is approximately 16 kilometres long and will ultimately link the Western Freeway to the Midland Highway. It will provide an important road link between the City of Ballarat and its surrounding areas. Importantly, it will serve new developments in the Ballarat West Employment Zone (BWEZ), Airport precinct and residential developments in Ballarat West.

As a regionally significant project which is needed to realise the proposed 9,000 jobs in the BWEZ, external funding will be required to complete the full connection between Western Freeway to Midland Highway. City of Ballarat will continue to work in partnership with the State and Federal Government's to complete this important regional project.



Initiative 4.8 – Investigate the need for new road connections as part of local area planning for townships and communities

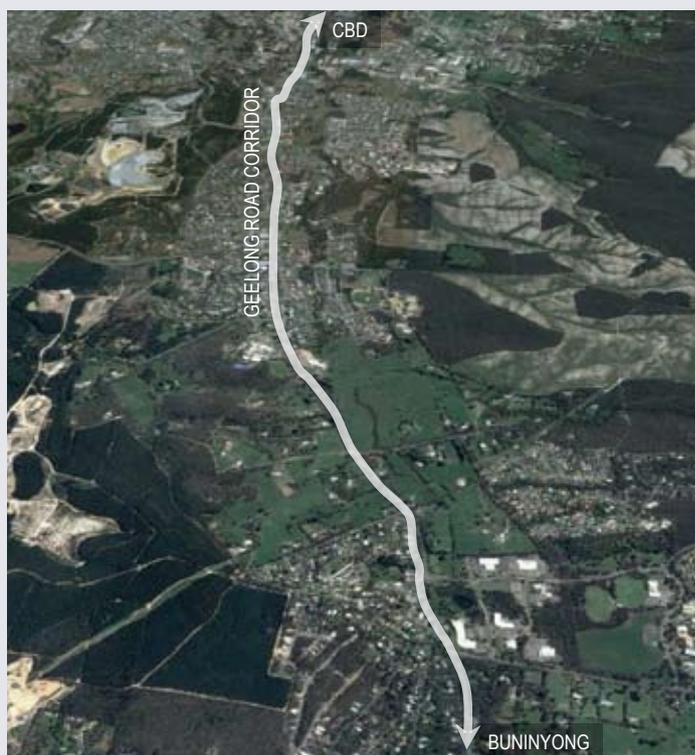
Where possible, existing road infrastructure will be better utilised in preference to building new connections. It is a better way of managing the transport network.

Case Study

Options for Management on the Geelong Road Corridor

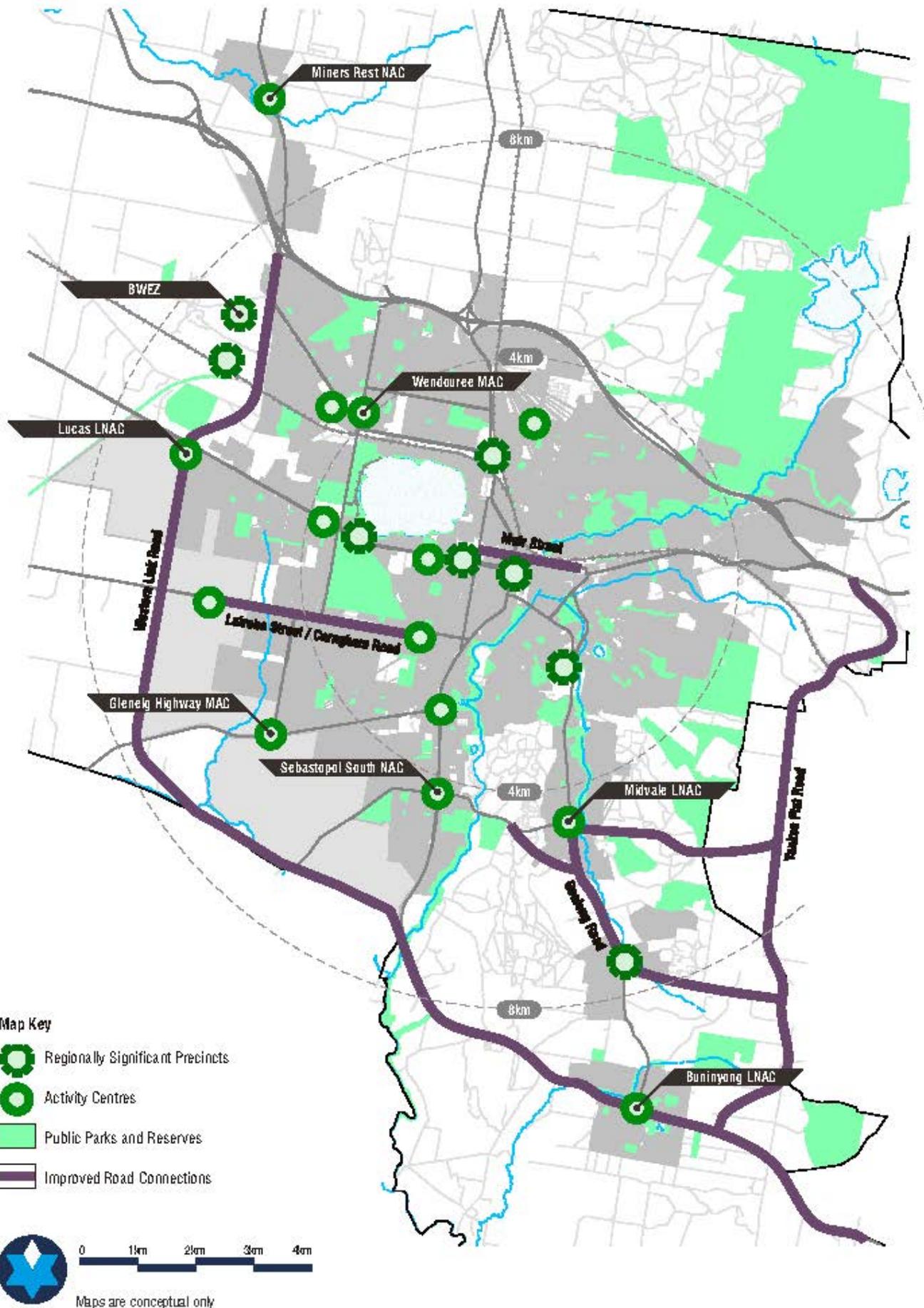
Geelong Road is regularly identified by residents as being a key transport route which already experiences congestion during peak periods, largely associated with school drop-off and pick-up.

Over the long-term, widening of the Geelong Road corridor has been suggested by some residents as a potential solution, but it may not be the best option for transport and amenity in this part of Ballarat. Wider roads often create physical and social barriers in the community, and can shift transport congestion rather than solve the problem. In this case, long-term opportunities to disperse traffic by linking Mt Clear with Sebastopol and better connections to Yankee Flat Road are all potential opportunities. Similarly, public transport priority on the corridor, a new transport hub at Warrenheip (refer Initiative 4.4), and opportunities to improve walking and cycling access to schools and shopping areas (refer Initiative 4.6) could all be important part of managing this corridor over the long-term. Ultimately, a range of travel demand, road management and accessibility options could be used to best manage transport on this corridor, whilst improving rather than degrading the character and values of the area.



There will be specific locations and situations which require consideration of additional linkages. Specifically, there are key long-term opportunities to improve road connections to Geelong and Bendigo, consider bypass options for Buninyong and improve road linkages east of the city between Mount Helen and the Western Freeway. These are additional to the need to complete all planned stages of the Ballarat Western Link Road.

Figure 16 Improved Road Connections



Initiative 4.9 – Investigate pilot opportunities to introduce a network of park and ride stations in Ballarat

Parking is a significant issue in Ballarat. People like to drive, and expect a parking space immediately outside their destination. Even in 2015, this is usually possible. However, areas such as the Health and Hospitals Precinct in Mair Street are starting to show this is not possible in high-demand areas during peak periods.

Park-and-ride opportunities could help alleviate some of the parking issues in key destinations. Towards 2040, Ballarat will be increasingly serviced by a network of park-and-ride stations, ensuring affordable and convenient parking continues to be available for those who need to drive. This has significant potential to be introduced in the following locations:

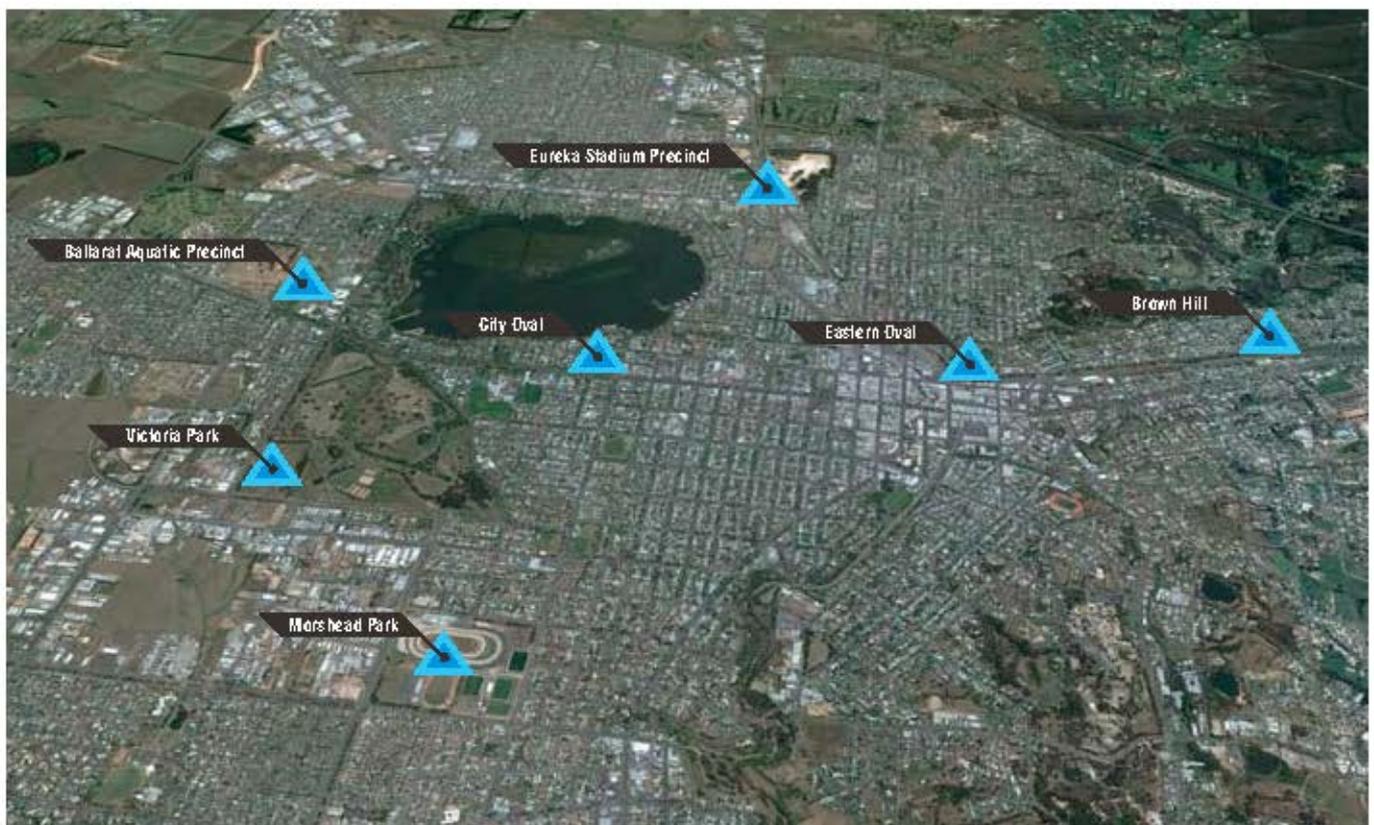
- Around sporting and major event facilities, where large areas of parking across the city are underutilised during peak parking demand times (during daytime hours during the working week)
- Servicing the health and hospitals precinct, CBD and key tourist sites.

This type of approach is common-place in Europe and similar services operate in other regional cities.

Although multi-storey parking is an aspiration for the CBD area, at up to \$25,000 per car space, they are very expensive options to construct. For many areas outside of the CBD, this kind of expenditure will be difficult to justify, even beyond the next 25 years. Opportunities for park-and-ride provide a more economical option for all involved, as parking rates can be minimised in park-and-ride locations.

Council will also continue to work with Public Transport Victoria to investigate opportunities for regional park-and-ride facilities outside the city, to reduce the current strain and future challenges of park and ride commuter parking at Ballarat and Wendouree Rail Stations. Feeder bus services will need to be responsible for a significant increase in trips to these stations, than the current car based access.

Figure 17 Potential Park and Ride Stations



Initiative 4.10 – Focus on people rather than cars in managing supply and demand of car-parking

In a more populous city, parking spaces are expected to become an increasingly scarce commodity. Ongoing development and growth of the CBD is likely to come with increasing pressure on car-parking. This pressure will arise from some traders and community members keen for the replacement of on-street parking with higher amenity pedestrian spaces, and from other traders and community members keen for additional parking to make it easier to access the area.

The Ballarat CBD Parking Strategy (2011) identifies actions for long-term parking management such as:

- Improve/ extend existing off-street public and private car park sites to increase capacity and efficiency
- Encourage visitors to the CBD to use off-street car parks through improvements to their design and operation
- Relocate long-term car parking for commuters and residents to the fringes of the CBD to provide more short-term car parking spaces in the retail and activity areas
- Consider reduced car parking rates or parking permits for new residential development within the CBD to encourage inner city living
- Ensure an adequate number of disabled car parking bays are provided throughout the CBD in convenient locations, and advocate for parking for shoppers with prams
- Improve the usability of car parking payment systems
- Allow for reduced on-street car parking in some areas, for the benefit of an improved pedestrian environment. This will be balanced by the provision of car parking elsewhere in the CBD and the benefits of increased street activity (with more people walking past and potentially dropping into shops, cafés etc.).

Despite this, by 2040 it is unlikely there will be parking space for everyone – busy areas such as the CBD and hospitals have finite space for off-street parking. Recognising this, there needs to be proactive review of parking policies to better manage parking over the long-term. Future reviews of parking policy should consider a paradigm shift to consider first the needs of people, and options for satisfying these needs, and then the implications of these initiatives on car storage.

Specifically, future parking policy reviews will need to consider:

- Park-and-ride, public transport and other transport options will provide alternatives to the car
- Options for parking permits for residential areas, limiting parking to residents only
- Introducing scaled pricing for parking permits so additional permits become increasingly expensive
- Introducing planning controls in certain areas so all new dwellings constructed after a certain date will be required to provide sufficient off-street parking
- Significantly reducing the parking rates which apply to certain new developments, where these are to occur in areas well provided with walking, cycling or public transport access.

Over the long-term, a combination of better provision of off-street car-parking, integrated with a comprehensive suite of demand management approaches (likely to include time and demand based pricing mechanisms) will be used to better manage access to key destinations. This would align with best practice approaches in other cities that also face congestion challenges.

Implementation

Linked Initiatives

Initiative 1.6 – Accelerate implementation of the recommendations of the CBD Strategy: Making Ballarat Central

Key Actions

Short – medium term

- Partner with the State and Federal Governments to deliver all stages of the Ballarat Western Link Road
- Partner with the State Government to investigate the long-term potential for road connections, including Buninyong bypass, Yankee Flat Road to Geelong Road and Mount Clear/Mount Helen to Sebastopol
- Investigate pilot opportunities to trial park-and-ride facilities in Ballarat
- Review Ballarat's parking policies. The review will support a transition from car-based planning to a more holistic people-focused transport network and consider both supply and demand management

Supporting Actions

Ongoing

- Continue implementation of the recommendations of the Ballarat CBD Parking Strategy 2011
- Pursue external funding opportunities to assist in provision of additional off-street car-parking, as identified in the Ballarat Regional Capital Plan 2014

Further Information

- Ballarat Road Transport Strategy 2007
- Ballarat Regional Capital Plan 2014
- CBD Strategy: Making Ballarat Central 2011
- Ballarat CBD Parking Strategy 2011

Make Better Use of Existing Transport Infrastructure and Network Capacity



Initiative 4.11 – Partner with the State Government to better manage our transport networks and support greater efficiency and reduced costs of meeting demand

There are many ways to provide more transport with the existing transport infrastructure and services, with little extra cost. The biggest opportunity for Ballarat lies in public transport. Our buses are often half empty and far more people could be moved for the same cost. There are many ways – small and large – that other cities have increased public transport use, including:

- Using detailed analysis of patronage data to better match services to what the community wants
- Creating cultural change in attitudes to public transport use
- Bus priority at traffic lights
- Introducing a bus tracker system to better inform commuters of the next available service
- Providing improved Wi-Fi and other digital initiatives to make the journey more productive.

Technology also provides solutions to getting more use of existing infrastructure, such as:

- Reviewing traffic signal phasing on key routes to increase capacity for the busiest direction
- Dynamic signalling on the railway network to reduce the need for new physical infrastructure to increase capacity
- Encouraging new opportunities for ride-sharing, such as Uber
- Capturing and sharing more transport data – data is often a key input for new technologies.

City of Ballarat will continue to partner with the State Government to embrace technology, as a way to better inform transport users and improve overall management of the transport network.

Implementation

Key Actions

Ongoing

- Partner with the State Government to increase take-up of existing public transport services
- Assist the State Government to improve the efficiency and capacity of our existing roads and public transport network through the use of new technology

Support Improved Connections within the Region and to other Key Jobs and Business Markets



Initiative 4.12 – Advocate and collaborate to deliver key regional transport priorities

The Central Highlands Regional Transport Strategy (2014) and Central Highlands Regional Growth Plan (2014) both provide guidance on a suite of agreed regional infrastructure priorities, including:

- Provision of enhanced rail connections between Melbourne, Ballarat and Ararat, with the extension of suburban services to peri-urban areas
- Western Highway duplication to Stawell, including bypasses of Beaufort and Ararat and upgrade of the highway to freeway standard between Leigh Creek and Woodmans Hill
- Provision of Ballarat Western Link Road Stages 2 and 3
- Investigate upgrading the Western Highway from Ballarat (Ballarat Western Link Road) to the Port of Melbourne for High Productivity Freight Vehicles (Mass)
- Development of the Ballarat Freight Hub
- Enhanced opportunities for rail freight movement through improvements to the Mildura – Geelong railway line.

Particularly for rail access to Ballarat, forecast rapid growth in rail patronage along the Ballarat Rail Corridor will necessitate further capacity increases over and above those recently delivered through the Regional Rail Link. In order to provide this capacity, there will be the need for construction of additional passing loops and partial duplication of the corridor, particularly between Deer Park and Melton.

Case Study

Melton Duplication

The Melton Duplication Project is vital to enhancing capacity and reliability on the Ballarat corridor. This project will reduce delays to V/Line services by removing bottlenecks where trains cannot pass each other through duplication of the busiest section of the corridor. As a result of this project, V/Line Ballarat and Wendouree users will benefit from more frequent, resilient and reliable journeys. In particular, it will provide capacity on the line to maximise the frequency and reliability of services. PTV is actively investigating and planning for additional passing loops along the corridor at strategic locations such as Rowsley to improve rail services for Ballarat users. This type of investment will be critical to ensure Ballarat remains connected and competitive over the long-term.

City of Ballarat will continue to collaborate with regional and state partners to deliver these key priorities that are so vital for the future of Ballarat and the Central Highlands Region more generally.

Initiative 4.13 – Partner with State Government and other stakeholders to improve regional bus connections

The existing bus services to Geelong and Bendigo are not frequent enough for convenient commuting and/or business purposes. As each regional centre continues to grow and support more regional jobs, connections between these centres, needs to significantly improve. By 2040, it should be as convenient to catch public transport between these regional centres as it is to Melbourne.

V/Line coach services within the Western District will continue to provide access for residents to health facilities and social services, influenced by demand levels. These services provide additional travel options for the residents and students to access employment and key health and education facilities in the district. The provision of additional demand growth along these corridors will support the continuation of these routes and for PTV to provide frequency and accessibility enhancements along these routes.

The timing and scope of these service upgrades is dependent on government funding and long-term demand. However, there is a role for Council to continue to work with PTV to increase the frequency and convenience of connections. In addition, City of Ballarat will seek opportunities to partner with neighbouring shires to support the viability of new and improved connections.

Initiative 4.14 – Monitor demand for direct air capacity and investigate long-term opportunities for a Ballarat airport with passenger and freight services

Ballarat is well serviced by the Ballarat Aerodrome. A Master Plan exists to secure its future, and its interfaces are well planned as part of the Ballarat West Employment Zone (BWEZ) Master Plan. As an aerodrome, its future is well supported.

However, over the next 25 years, the limitations on the current aerodrome will become more pronounced. Historical housing developments to the east of the site limit its use for 24/7 operations. It already has a curfew of 11pm for the flight school. As a long-term piece of strategic infrastructure, it is constrained for a major upgrade to freight and passenger based regional airport.

Whilst passenger flights are unlikely over the short-medium term given the proximity of Ballarat to the Melbourne International Airport at Tullamarine, and domestic airport at Avalon, it is realistic over the longer term to see benefits in Ballarat having direct air capacity. As we future proof the city, and seek to make it resilient to an unknown future, we must consider now the future for air servicing. Given the way the world is progressing, with new technologies improving the efficiency of flight, and thus reducing its costs, and the increasing demand for quick movement of goods and services to market, Ballarat needs to think about its long-term aviation needs.



Council will continue to monitor the long-term potential for a new Ballarat airport, which would be unconstrained and enable the city to be responsive to changing future demands. Detailed investigation of a site for a new regional airport would be undertaken, if required, in conjunction with key regional stakeholders.

Implementation

Linked Initiatives

Initiative 1.17 – Seek to leverage the benefits of existing regional scale infrastructure

Initiative 1.18 – Continue to advocate and collaborate to deliver key regional infrastructure priorities

Key Actions

Short – medium term

- Collaborate with the State Government to increase the frequency of train services to Melbourne, and provide more frequent and convenient public transport connections to key regional destinations such as Geelong and Bendigo
- Support delivery of key regional transport priorities identified in the Central Highlands Regional Transport Strategy (2014) and Central Highlands Regional Growth Plan (2014)

Supporting Actions

Ongoing

- Monitor changing long-term market demands for an unencumbered Ballarat airport

Long term

- In partnership with key regional stakeholders, investigate potential sites for a full scale regional airport offering freight and passenger services, and put planning controls in place to ensure such a facility remains unencumbered over the long-term

Further Information

- Central Highlands Regional Transport Strategy 2014
- Central Highlands Regional Growth Plan 2014
- Ballarat Airport Master Plan 2013-2033

Improve the Efficiency of Moving Freight



Initiative 4.15 – Improve the efficiency of supply chains by delivering Ballarat’s developing regional transport gateway (Ballarat West freight hub)

The movement of freight is essential to the Ballarat economy. Freight is necessary both for consumers and businesses seeking goods, and for manufacturing and production businesses which produce goods for market. The efficiency of accessing markets and receiving goods has a big impact on the competitiveness of doing business from and with Ballarat. The greater the efficiency, the more competitive businesses can be, ultimately resulting in more jobs and greater productivity.

There are some key land use opportunities that maximise efficiency of freight movement, particularly co-location of industries proximate to the established transport gateways at the Ballarat West Freight Hub and Ballarat Airport precincts. The current investments in the Ballarat Western Link Road project are important for leveraging the benefits of the entire Ballarat West Employment Zone.



Initiative 4.16 – Encourage freight intensive developments to locate in areas appropriately serviced by identified strategic freight corridors

Further investment along defined freight routes and through key freight gateways will be crucial into the future. Given the shape of Ballarat, new orbital road connections to better link Geelong and areas to the south and south east of the city to the inter-state rail and road networks will be crucial and requires consideration of preparatory work for these linkages.

It is fundamentally important the Ballarat West Employment Zone Master Plan is fully implemented, including support for intensive freight dependent industries to co-locate in areas with the appropriate access to the strategic freight network.

Improvements to intermodal freight and the establishment of new advanced manufacturing precincts, with excellent road and rail connections will help to capture and process food and fibre that is grown across the region and transported through the municipality.

Implementation

Linked Initiatives

Initiative 1.15 – Continue to facilitate the delivery of the Ballarat West Employment Zone and Freight Hub

Initiative 4.7 – Complete the Western Link Road from the Western Freeway to the Midland Highway

Supporting Actions

Short – medium term

- Identify and protect long-term rail freight intermodal sites that can come on line once the Ballarat West Freight Hub is fully utilised

Further Information

- Ballarat West Intermodal Freight Hub
- Ballarat West Employment Zone Master Plan 2012

Manage Ballarat's unique historic, cultural and natural values as an integrated landscape of high value to the community.

SECTION

5

Sustainable Ballarat



Sustainable Ballarat

Sustainable societies are ones that are distinctive, diverse, adaptable and resilient to change. To deal with complex problems such as Ballarat's projected population growth and environmental climate change means managing Ballarat's economic, political, ecological and cultural issues in an integrated and holistic way²⁷.

Ballarat today represents layers of a dynamic history involving both its natural, cultural and physical landscape and the people that have and continue to make Ballarat home. The feedback from Ballarat Imagine clearly showed these layers have made Ballarat a very distinctive and much loved place. The Ballarat community is proud of its unique and beautiful city, its heritage buildings and streetscapes, Lake Wendouree, its parks and gardens and its street trees and bushland. It is important to the community these elements which make Ballarat unique are not lost as the city grows. To ensure Ballarat's sustainable future, development and change should embrace Ballarat's distinctiveness and cultural values, rather than diminish it.

The community clearly identified through Ballarat Imagine the need to transition towards a more environmentally sustainable future; reducing access to fossil fuels and increasing vulnerability to price shocks of peak oil, and reducing our ecological footprint. We must transition to a city structure and framework for decision-making which reduces our per-capita usage of energy, better manages our waste, and treads lighter on the landscape. With more people, cars, development and activity, there is a significant challenge to maintain the quality of life that makes Ballarat the place we love it to be. Improving air quality and better managing noise are critical to Ballarat being the place in 2040 we want it to be.

Water management, in all its forms, is a major challenge. Settlement in Ballarat has always been dependent on water available from swamps and creeks. The issue with this historical reliance on water is that many developed areas of Ballarat are built on flood-prone areas. Over time, this land will continue to flood and damage property. As the climate changes, extreme weather events are expected to change the frequency and intensity of these events. Flooding will remain a pressing issue towards 2040. On the flip-side, drought is also almost certain to return, meaning the conservation of water will remain a pressing challenge.

This section of the Ballarat Strategy identifies the key policy directions and initiatives to underpin the management of a Sustainable Ballarat towards 2040.

²⁷ UN Global Compact Cities Programme <http://citiesprogramme.com/aboutus/the-cities-programme>

The Plan for Change Towards 2040

Historic Urban Landscape

Manage Ballarat's Unique Heritage, Landscape and Character as an Integrated Historic Urban Landscape

- 5.1 – Implement UNESCO's Historic Urban Landscape approach as the guiding framework for managing change in our dynamic historic city
- 5.2 – Invest in Ballarat's point of difference – heritage, streetscapes, the CBD, lifestyle and our green city – as a key driver of our economy
- 5.3 – Identify community values, landscape values and acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments to attract and support
- 5.4 – Encourage property owners to adaptively reuse heritage places in a sympathetic manner
- 5.5 – Continue to partner with the government, community, non-government and philanthropic sectors to deliver grants, information tools and advice to support renewal of historic, cultural and natural places
- 5.6 – Better interpret our rich historic, cultural and natural landscape

Biodiversity

Pursue Regional Solutions to the Management of Landscape Values and Biodiversity

- 5.7 – Undertake an inventory of current natural values and collaborate with key regional partners to develop a biodiversity conservation strategy for the Ballarat municipality

Protect and Enhance the Natural World in Urban Areas

- 5.8 – Plant more trees and work with the community to more than double Ballarat's canopy coverage to 40%
- 5.9 – Support the management and rehabilitation of a network of Living Corridors across Ballarat, to properly manage our natural values in urban and township areas

Open Space

Improve the Provision of Quality Open Space to Achieve Environmental, Social, Cultural and Economic Benefits

- 5.10 – Ensure all urban residents of Ballarat are within a 10 minute walk of appropriate open space, and rural residents can access open space areas
- 5.11 – Support Victoria Park to become a more activated and well-loved icon of the City
- 5.12 – Support the activation of Lake Wendouree so it is promoted and enhanced as an inclusive centre of community life, while protecting its character, views, trees and environmental functions

Water

Support Regional and State Based Sustainable Water Management Approaches

- 5.13 – Collaborate with the State Government and key regional stakeholders to pursue consistent and improved management of water resources
- 5.14 – Reduce Councils' annual per capita potable water consumption to 40% below 1999/2000 level

Ensure Sustainable Water Management of the City Through Urban Design and Operational Programs

- 5.15 – Encourage water efficiency and whole-of-cycle-water-management to be integral parts of future developments and public realm improvements
- 5.16 – Manage stormwater as part of a renewed focus on green infrastructure

Land / Flooding / Soil

Manage The Risk of Flooding Through Avoidance Where Possible, Adaptation Where Necessary

5.17 – Manage development in flood prone areas in a best practice and proactive manner

Ensure Appropriate Management of Land And Soil Resources

5.18 – Protect soil quality and ensure extractive industries are appropriately buffered and separated from sensitive uses

Agriculture

Ensure Ongoing Management of Agricultural Land for Agriculture and Food Security

5.19 – Continue to manage the use of agricultural land to support agriculture and food security

5.20 – Engage with rural councils to identify opportunities for better managing rural interface areas

Sustainable Energy

Improve the Sustainability of Energy

5.21 – Support regulation reform to improve energy efficiency of housing

5.22 – Trend per capita energy use downwards each year and progressively source energy from renewable sources

5.23 – Strive to be the renewal energy usage capital of Victoria

Waste and Contamination

Reduce Waste taken to Landfill and Associated Community Impacts

5.24 – Work with the community to reduce waste sent to landfill by 65%

5.25 – Take practical steps to reduce greenwaste heading to land-fill

Proactively Reduce Noise Impact and Air Emissions

5.26 – Continue to improve landfill management to eliminate offensive odour impacts on neighbouring properties

5.27 – Proactively plan to improve air quality into the future

5.28 – Understand the importance of Ballarat's distinctive soundscapes and plan change so as to better manage the impact of noise

Climate Change Impacts

Collaborate to Adapt to a Changing Climate

5.29 – Collaborate with the State Government and other key partners to deal with climate change and uncertainty

5.30 – Support initiatives to understand Ballarat's vulnerability to disaster, build disaster resilience and better integrate emergency management

Sustainability

Embed Sustainability as a Part of Everyday Decision-Making

5.31 – Continue to embed sustainability as a core tenant of everyday decision-making, to support a more sustainable future for Ballarat

An aerial photograph of Ballarat, Australia, showing a mix of urban, natural, and water features. The top left shows a dark, wooded area. The top right shows a dense urban area with many buildings. The center and bottom show a large, winding river with several islands, surrounded by lush green trees and grassy areas. A road runs along the right side of the river. The overall scene is a blend of natural beauty and urban development.

Historic Urban Landscape

Ballarat is a complex living landscape. Underpinning all issues, directions and initiatives in the Ballarat Strategy is a new approach to managing change in a sustainable way.

Many heritage systems around the world, including Ballarat's, have traditionally focused on protecting buildings, monuments or an architectural style. However, communities love far more about their city than just its built form. Ballarat Imagine told us Ballarat people do love the heritage buildings but also love Lake Wendouree, the street trees, parks, gardens and bushland and the 'Ballarat lifestyle' and culture. The community told us change needs to be managed so as not to lose what it is that makes Ballarat special.

Manage Ballarat's Unique Heritage, Landscape and Character as an Integrated Historic Urban Landscape



Initiative 5.1 – Implement UNESCO's historic urban landscape approach as the guiding framework for managing change in our dynamic historic city

Ballarat is growing and change is inevitable. The challenge is how to protect Ballarat's valued historic, cultural and natural living landscape from inappropriate change. City of Ballarat has signed up to an international pilot of a new way of looking at heritage and managing change in historic cities that is integrated and holistic. The pilot is being promoted by UNESCO, a United Nations (UN) body to ensure that cities are sustainable into the future.

The Historic Urban Landscape approach is a way of working, rather than an end in itself. It is holistic, multi-dimensional and woven throughout the Ballarat Strategy. It considers: topography, geomorphology, hydrology and natural features; the built environment, both historic and contemporary; infrastructure above and below ground; open spaces and gardens; land use patterns and spatial organisation, perceptions and visual relationships; as well as all other elements of the urban structure. It also includes social and cultural practices and values, economic processes and the intangible dimensions of heritage, diversity and identity. It captures the full picture of what Ballarat is, with the valued built form one important part.²⁸

The historic urban landscape approach seeks to:

- Integrate heritage conservation with sustainable social and economic development.
- Bring stakeholders together to develop solutions that work for everyone
- Take a whole-of-landscape approach to planning, management and intervention in the urban environment
- Integrate management of activities that impact on the historic urban landscape from maintenance of local infrastructure through to broad strategies
- Focus on what the community considers important, not just technical values or narrow definitions of heritage, through deeper engagement with stakeholders.

The approach is participatory and focuses on working with stakeholders to achieve solutions. This is required to move beyond the conflict between 'heritage' and 'economic development'. It is also key to developing a 'virtuous circle' where government and community action triggers ownership and business investment to actively enhance the historic urban landscape.

By 2040, Council's management of the historic urban landscape will be integrated within its core operations. The community, including businesses, will be empowered and active players in managing Ballarat's historic landscape.

In managing Ballarat's historic landscape, ongoing statutory requirements for the protection of heritage, the requirements of the Heritage Act and the Aboriginal Heritage Act 2006 will continue to apply.

Initiative 5.2 – Invest in Ballarat's point of difference – heritage, streetscapes, the CBD, lifestyle and our green city – as a key driver of our economy

A core part of the historic urban landscape approach is linking conservation with social and economic development. This means using Ballarat's point of difference – the things Ballarat's community values and what makes Ballarat distinctive – to proactively attract appropriate investment and drive future change. It will be these elements which are at the centre of decision-making. Rather than having been diminished over time, in 2040, Ballarat's point of difference will be more profound and influential than ever.

²⁸ UNESCO Recommendation on the Historic Urban Landscape (2011)

Initiative 5.3 – Identify community values, landscape values and acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments to attract and support

After the Ballarat Strategy, Council will enter a new phase of integrated local area planning. This approach seeks to understand and clarify the values of local areas and the vulnerability of these values to change, which need to be considered in decision-making. It recognises a one-size-fits-all approach of land use planning doesn't always achieve what it needs to achieve. Each suburb, township and community of Ballarat is unique and different. Sometimes controls prevent development which would otherwise be great for certain areas, and are silent on outcomes which would be highly detrimental.

The implementation of historic urban landscape (HUL) principles at a local level has the potential to diffuse the current combative climate between development and preservation in a proactive way. As the rate of population growth increases, we need to enable innovation and appropriate development to flourish in Ballarat – to create new places which can be valued by future generations and complements the existing historic landscape. Our goal is that by 2040, the community has confidence approved developments will enhance rather than impact on the values that make a place special. Developers will also have confidence they understand what it is that makes the site special, and by responding to those values can avoid delays and conflict with the broader community. The benefits will be certainty for all parties.

As the HUL is increasingly embedded in core business of Council, local values will be increasingly recognised. In 2040, local area values will be recognised for all areas of Ballarat, and used as the basis to managing change in those areas. Previous work undertaken as part of the Mapping Ballarat's Historic Urban Landscape project provides a useful case study on what local values may consider moving forward.

Case Study

Looking at Ballarat East through local eyes²⁹

“Ballarat East, once a separate municipality retains a distinctive character, created through a combination of its history, environment and people. The people of Ballarat East have a strong sense of connection to this area, and a love for and understanding of its landscape. Together, residents have formed the Ballarat East Network (BE Net) to help the people of Ballarat East shape their loved local area by supporting sustainable, good design that reflects the character of their neighbourhood.

To explore one way of engaging with a local community, we spend a few hours with two Ballarat East locals...

In showing us around their neighbourhood, we talked about:

- *Boundaries: what are the boundaries of Ballarat East?*
- *Place names: are there local names for particular places, and what is the story behind these names?*
- *Are these names still well known or being lost?*
- *Special places: what are the special places in Ballarat East?*
- *Places locals like to go to and the places they take visitors to?*
- *Qualities: what is it that makes Ballarat East distinctive?*

As they showed us around their neighbourhood, a strong sense of history emerged, with stories told about how the landscape was reshaped in the gold rushes, and about particular streets and buildings, highlighting how being in the physical landscape evokes feelings about what is valued. The higgledy piggledy nature of the remnant alluvial mining landscape and streetscapes, the variety of housing styles and roof forms are all a part of the valued character.

Winding roads through a hilly landscape provide glimpses of the historic city centre, across a neighbourhood or into the forest. The rural feel of this inner-city area is very important: the unsealed road shoulders and grassy verges, the interconnected trails and parks, the forested ridge, and the relatively low level of light pollution meaning that stars can be clearly seen at night.

Quirky elements such as the Tammy Fence – a hand-crafted front fence in Eureka Street with the notes from the song “Tammy” – through to the popularity of sheds – all these make up what is Ballarat East today.

Our short tour illustrated the value of getting out and looking: a chance to start seeing through the eyes of people who know a place well”.

²⁹ Ballarat’s Historic Urban Landscape Stage 1: Final Report, Context Pty Ltd (2013)

Initiative 5.4 – Encourage property owners to adaptively reuse heritage places in a sympathetic manner

International and local experience shows that for a city's heritage buildings to be maintained over time, they need to be actively contributing to a city's community and economic life. While Ballarat's traditional regulatory approach to protecting heritage buildings has been successful in many cases, there have also been cases where, due to a lack of use, buildings have become run down and at risk of 'demolition by neglect'.



The Provincial Hotel - Adaptive Reuse of an un-used building

Council's Preserving Ballarat's Heritage Strategy took key steps to addressing demolition by neglect and Making Ballarat Central: The CBD Strategy delivered further actions focussed on the CBD. Now, many cases of demolition by neglect and under utilised buildings are being turned around through adaptive reuse and re-purposing of heritage buildings. In the CBD, the adaptive reuse of Jackson & Co and the Provincial Hotel on Lydiard Street North are great examples of sympathetic adaptive reuse bringing life back to Ballarat's historic buildings. The result is the transformation of eyesores into community and business assets for Ballarat.

Moving forward, Council will take an increasingly proactive view of redevelopment of heritage places, to enable their ongoing care and use. By 2040, the goal is to have halted demolition by neglect and have a strong 'virtuous cycle' of economic reuse of heritage buildings well established.

Initiative 5.5 – Continue to partner with the government, community, non-government and philanthropic sectors to deliver grants, information tools and advice to support renewal of historic, cultural and natural places

Small contributions can make a big difference to maintaining the historic urban landscape when they leverage existing community interest and investments. For a number of years Council has facilitated a heritage grants program which supports owners of heritage properties to undertake restoration works in heritage properties. In 2014, community grants for heritage restoration projects were doubled thanks to a partnership between the City of Ballarat and the Victoria's Heritage Restoration Fund (VHRF). Previously known as the City of Ballarat Preserving Our Heritage Together Grants Program, the Ballarat Heritage Restoration Fund provides \$300,000 over three years as part of a new and improved grants program for the Ballarat community.

City of Ballarat also runs a successful heritage advisory service, which helps landowners and developers to understand the heritage they own and ways they can enhance it. This service is extremely well used with hundreds of people helped since it began delivering great outcomes on the ground.

Over the coming decades, City of Ballarat will pursue more of these approaches. For example, only a decade ago, the information landowners, developers and land managers need was difficult to access – stored as hard copies in various libraries and archives around the state. Now, increasing numbers of photographs, historic maps, heritage studies and other records are available electronically via the internet. City of Ballarat has recently partnered with the Centre for eResearch and Digital Innovation at Federation University Australia to utilise technology to better bring together data sources. The websites www.visualisingballarat.org.au and www.hulballarat.org.au have been launched and demonstrate new ways of bringing data together – for example locating photos from the State Library of Victoria's collection and integrating government data. Future stages will increase the range of data available and allow the community to contribute their own information.



A community historic website www.hulballarat.org.au

Initiative 5.6 – Better interpret our rich historic, cultural and natural landscape

Ballarat's present is different from its past in how it looks, how it feels, who lives here, and, in some cases, what it is we value. Interpretation simply means showing this change and telling Ballarat's story. Ballarat already interprets its historic urban landscape in many ways, from simple signage to Heritage Weekend and Sovereign Hill. Interpretation is important locally as it helps to build a sense of community by helping local communities feel that their past and their story is being recognised. As Sovereign Hill shows, done well it can also bring tourists and economic activity.

New technology is giving us new options to interpret Ballarat and experience it in new and interesting ways. For example, 2D (two dimensional) and 3D (three dimensional) mapping, social media and crowdsourcing sites are helping bring historical photos and maps to the mainstream. 'Augmented reality' tools can allow a visitor to hold up their phone and 'see' a historic photo superimposed over the view in front of them.

In the medium-term, Council will develop an interpretation strategy to identify how best to deliver historical interpretation. It will recommend opportunities to empower communities, groups, stakeholders and organisations to interpret and understand Ballarat's Historic Urban Landscape in new and innovative ways. It will also address both tourists and Ballarat residents.

This is just the start. The concept of virtual reality can trace its origins back to the 1860s when 360-degree panoramic murals were produced to immerse people in places they had not actually been able to visit. By the mid-1950s, pioneering inventors produced concept television experiences that included touch, smell and sound in addition to moving pictures. Surprisingly, more than 65 years have passed, and the use of such technology to interpret cities is still not mainstream. Google introduced its popular Street View feature in 2007, bringing the virtual world to the everyday user. The ability to interpret cities in terms of the other senses is yet to come. As this technology emerges, Ballarat will continue to pursue an ambitious technology adoption for interpreting the city. It can enrich rather than replace the Ballarat experience, and foster a deeper understanding of what it is that makes Ballarat so special.

Implementation

Key Actions

Short – medium term

- Develop a Historic Urban Landscape Implementation Strategy which identifies how best to engage communities, cultural organisations and businesses in understanding, managing and creatively interpreting Ballarat's Historic Urban Landscape
- Develop integrated local area plans and policies that articulate acceptable levels of change in sensitive areas
- Capture and record Ballarat's distinctive and valued features to support improved management of change
- Undertake pilot projects to bring together local communities to better understand their local values, and identify the key values that should underpin development over the long-term
- Identify barriers to adaptive reuse and take action to address them
- Through Council's Investment Facilitation³⁰, Heritage and Planning functions, continue to work with property owners to encourage adaptive reuse and sympathetic development of heritage places that enhances their heritage values

Supporting Actions

Ongoing

- Continue to provide leadership to better manage heritage and historic values in our growing city
- Refine existing and develop new participation processes to deliver effective integrated local area planning
- Embed the principles of the Historic Urban Landscape approach in everyday decision-making as the core business of City of Ballarat in managing change. This will include progressively improving business processes and providing support tools to Council officers
- Continue engagement with the academic sector, business and local communities to enhance historic urban landscape tools and deliver historic urban landscape research relevant to Ballarat's particular challenges and opportunities
- Develop and integrate strategies to attract creative investment that builds on Ballarat's valued points of difference
- Engage with communities to understand their local values, as part of the core business of managing change across the Municipality
- Develop tools to ensure the capture of dynamic local values and landscape features are sustained into the future.
- Identify specific adaptive reuse opportunities during strategic planning projects
- Continue to invest in public areas (for example street landscaping works) to help stimulate business investment and enhance historic urban landscape values
- Expand the range of data and tools available to help landowners, developers and land managers manage our heritage places
- Continue to provide guidance and support to property owners to undertake sympathetic restorations of heritage places
- Continue to seek partnerships and collaboration opportunities to interpret of Ballarat's rich cultural landscape, for example in collaboration with Ballarat's arts community
- Continue to work with researchers and other organisations and obtain grants to expand new technology to tell the Ballarat story in new and innovative ways

Further Information

- Visualising Ballarat www.visualisingballarat.org.au [CeRDI – Federation University Australia]
- HUL Ballarat www.hulballarat.org.au [City of Ballarat and UNESCO]
- Victorian Heritage Restoration Fund website – www.vhrf.org.au
- City of Ballarat website – www.ballarat.vic.gov.au (follow the links to Heritage)

³⁰ City of Ballarat Investment Facilitation Group



Biodiversity

Biodiversity is the basis of the natural world. It represents the variety of living organisms, their genetics and the range of habitats they create. Biodiversity and the systems it creates operate at all scales and their interactions are critical to sustaining life. We need biodiversity. Ballarat Imagine also highlighted we love it too, as a treasured part of the liveability of Ballarat. It is recognised our management of biodiversity can influence our impacts on the natural world.

Looking forward to 2040, Ballarat Imagine identified a strong community aspiration for a greener Ballarat, with greater biodiversity in context with our regional landscape setting. The community also clearly articulated the important role biodiversity values play in Ballarat's identity, liveability and attractiveness as a place to live and work. There is a significant challenge to achieve that aspiration, as the status quo is at best maintaining current levels.

Pursue Regional Solutions to the Management of Landscape Values and Biodiversity



Initiative 5.7 – Undertake an inventory of current natural values and collaborate with key regional partners to develop a biodiversity conservation strategy for the Ballarat municipality

The current range of biodiversity values across the municipality are extremely important to the community, yet are relatively poorly understood. Council supports a range of local, State and Federal environmental initiatives, however in the absence of a comprehensive inventory of biodiversity assets, it is difficult to assess long-term change.

Preservation of remnant values is crucial to supporting biodiversity, and existing planning controls are an important management tool. Further application of zone controls in response to new and emerging data on biodiversity and habitat could include the Rural Conservation Zone, Environmental Significance and Vegetation Protection Overlays. Current planning requirements require, for example, that natural drainage corridors with vegetated buffer zones are retained along waterways to maintain the natural drainage function, stream habitat and wildlife corridors and landscape values, to

minimise erosion of stream banks and verges and to reduce polluted surface runoff from adjacent land uses. These controls will continue to apply. The provision of new or historical data from Catchment Management Authorities and other land managers will be important to improving understanding and management of biodiversity across the municipality. Current planning instruments are, however, largely reactive controls which do not generally lead to an improvement in the conservation of biodiversity, only a restriction on its pace of loss. There needs to be a more proactive approach. In terms of current performance, a visual assessment of aerial imagery indicates urbanisation is leading to a continual loss of habitat in some areas. There is the need for a new approach to ensure better management of biodiversity over the long term.

The concept of strategic habitat connections along the eastern municipal boundary has been championed by community groups over a number of years. For these connections to be effective it is considered they should be implemented on a landscape scale which at least includes recognition of the biodiversity assets and planning instruments of the adjoining municipalities and water catchments. This is the approach undertaken in the Habitat 141 project, which is a fifty year project to restore and reconnect the patches of native vegetation on a landscape scale over 700km from the coast of South Australia, along the Victorian border, and up to the rangelands of New South Wales. Habitat 141 is a partnership between Greening Australia, several Victorian Catchment Management Authorities and State Government Agencies. Partnership in improving biodiversity connections will be important to its success. City of Ballarat will therefore work with regional partners to develop a regional approach to biodiversity management. The future development of a Regional Natural Resource Management Plan for climate change by Corangamite Catchment Management Authority (CMA), along with other CMAs in Victoria, is a particular opportunity. This process includes obtaining new data on vulnerabilities of different environmental assets and also exploring opportunities for protecting and enhancing carbon habitats. With improved data, there is a greater potential to shift behaviour and better target effort.



Timbertop Drive Mount Helen - 1994



Timbertop Drive Mount Helen - 2014

Locally, an inventory of biodiversity values will be developed to identify the presence and quality of key biodiversity assets such as remnant native vegetation, wetlands and riparian areas across the municipality. The inventory will then be used to underpin development of a biodiversity in partnership with key regional stakeholders. Such a strategy will describe the biodiversity assets, its significance in terms of national, state and local conservation strategy, legislation and policy and provide biodiversity management directions. It will reflect the significance of the biodiversity of the entire Ballarat municipality and assist in decision-making on planning priorities.

There is currently insufficient data and analysis on the status of biodiversity to guide holistic decision-making.

In the future decades, a continued effort will be required monitor change and understand whether specific biodiversity management approaches are working. Ultimately, every year, there should be improved biodiversity values in the Ballarat area than there were in the previous year. In 2040, those values should be comprehensively identified and understood, and most importantly valued. The fundamental principle that changes should enhance rather than degrade the environment should be embedded in everyday decision-making.

Implementation

Key Actions

Short – medium term

- Undertake an inventory of biodiversity assets in the Ballarat Municipality
- In partnership with key regional stakeholders, develop a regional response to better manage biodiversity, including development of a biodiversity conservation strategy

Supporting Actions

Ongoing

- Support local communities to improve streams, habitat areas and public land in local neighbourhoods
- Continue to build our understanding of biodiversity and ensure that biodiversity is considered in decision-making by integrating findings in online open access mapping tools (such as www.visualisingballarat.org.au) and in internal processes
- Support development to expand rather than degrade the range of biodiversity assets across the Municipality
- When new information becomes available, review relevant planning controls (e.g. Rural Conservation Zone, Environmental Significance and Vegetation protection Overlays) to ensure they remain relevant, accurate and useful in the appropriate preservation and enhancement of biodiversity values

Further Information

- Bennett, A.F 1990. Habitat Corridors – their role in wildlife management and conservation. Department of Conservation & Environment, Melbourne
- DELWP 2015 Biodiversity Interactive Mapping. Website Department of Environment, Land, Water and Planning
- Strategic Ecological Connections – Ballarat City prepared for City of Ballarat by Paul Kelly and Associates 2015

Protect and Enhance the Natural World in Urban Areas



Initiative 5.8 – Plant more trees and work with the community to more than double Ballarat’s canopy coverage to 40%

The community values Ballarat’s parks, gardens, green spaces and tree-lined streets. As the urban area increases, infill development accelerates and uses intensify, it will be important to protect these natural assets from encroachment. Intermittent periods of drought, water restrictions and periods of extreme heat will put the street trees, open spaces, creeks and waterways under increasing stress.

Council undertakes an extensive tree planting program every year to expand the urban forest and off-set the loss of older trees in decline. This investment has significantly improved the amenity and liveability of many areas of Ballarat. Excluding plantings in parks, reserves and along waterways, in 2013-14, 650 trees were planted across the City, whilst 200 were removed. This is a positive net gain result, but a significant increase in tree planting is required, both in terms of street trees and other plantings on public and private land to achieve the greener Ballarat the community so clearly identified through Ballarat Imagine.

According to a recent study, Ballarat has 17% tree canopy coverage³¹ in urban areas. It is proposed to increase this figure to at least 40% tree canopy coverage in urban areas by 2040. An urban forest initiative would enable Ballarat to reach the target and increase canopy cover and better management of our urban forest.

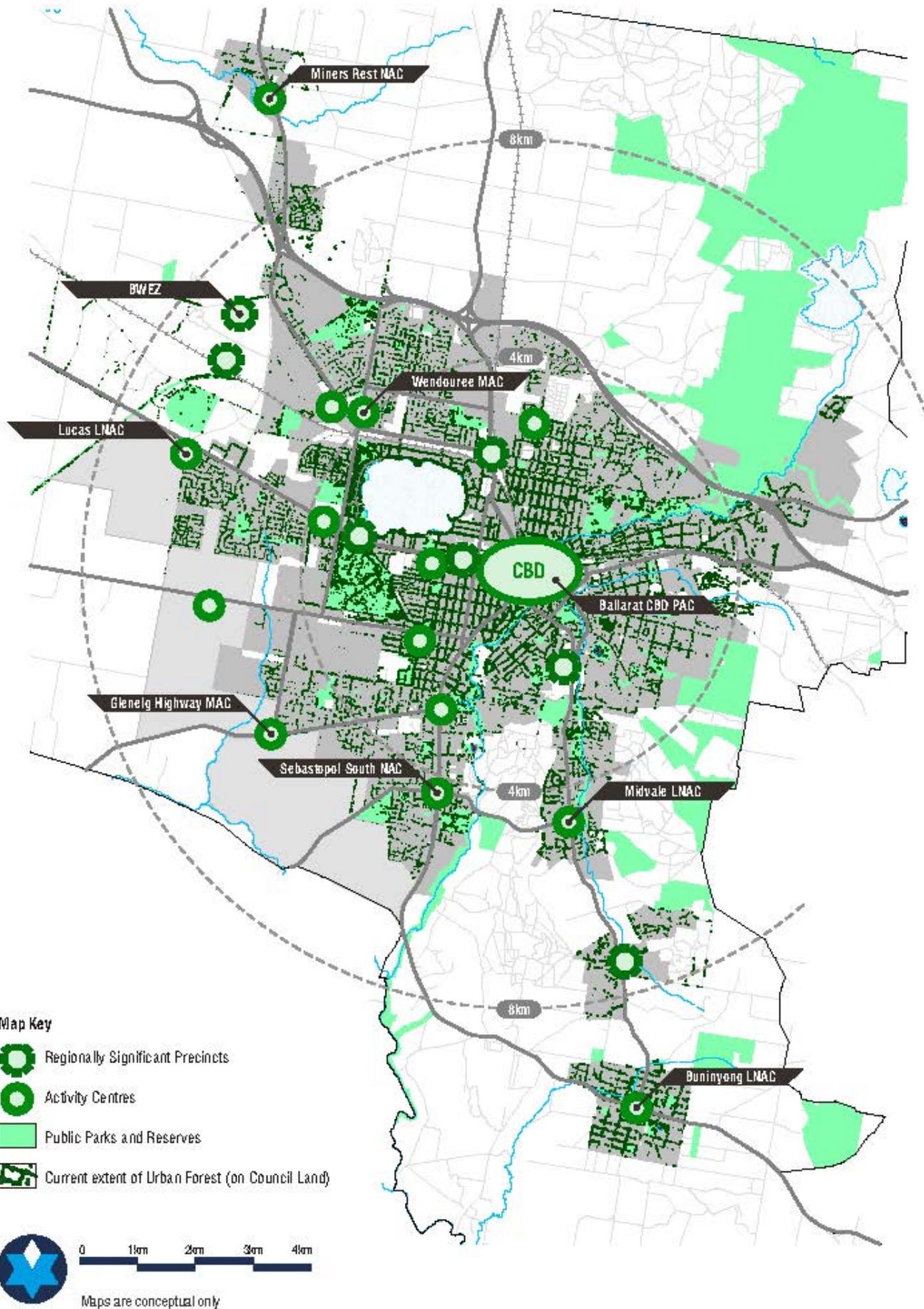
Generally, the urban forest approach involves:

- Increasing tree canopy coverage over a given area in a given time
- Protecting existing established trees in parks, streets, public spaces and private landscapes
- Protecting and improving the linking of habitat and support for biodiversity
- Increasing shade and the natural cooling of the natural and built environment
- Reducing the impacts of heat in urban areas and increasing carbon uptake
- Increasing amenity, the liveability of neighbourhoods, and property values
- Increasing tree diversity so the forest is more adaptive to changing climatic conditions
- Reinforcement of the landscape character of any given area.

Given the time taken for trees to fully mature and reach their potential, action now on an Urban Forest Strategy will enable the children of 2040 to enjoy an established urban forest that has enhanced the liveability and amenity of Ballarat to a level that has never before been achieved since European settlement.

³¹ Benchmarking Australia’s Urban Tree Canopy: An i-Tree Assessment, 2014

Figure 18 Urban Forest



Initiative 5.9 – Support the management and rehabilitation of a network of living corridors across Ballarat to properly manage our natural values in urban and township areas

Ballarat already has an extensive trail network, including the trails following the Yarrowee River and Burrumbeet Creeks, the Skipton and Bunny Rail Trails and the Goldfields Trail. Further extensions along creek lines have been embedded in the future planning for the Ballarat West Growth Area. Community and Council partnerships are working towards rehabilitation of a number of urban creek lines.

However, there are also a number of other areas, including Lake Wendouree, Victoria Park, Mt Buninyong, Black Hill Reserve and other smaller natural pockets of open space parks which could be better linked and the management and promotion of those links expressed in a more cohesive way. Opportunities for improved linkages along Ballarat East waterways, and retrofitting of urban waterways such as the Gnarr and Redan Creeks could also provide new opportunities for improved off road linkages and understanding of our natural systems. People, wildlife and vegetation all benefit from continuity of natural areas and strong connections between them, and the introduction of the Living Corridors Concept is intended to link the surrounding natural landscape through the urban environment to natural areas within the city. The Ballarat Open Space Strategy (particularly section 13.4) already identifies major linkage opportunities which are complementary to the proposed Living Corridors. Off road linkages to our satellite townships including Buninyong, Cardigan Village, Miners Rest and Learmonth provide significant opportunity for a more inclusive and enjoyable community in these areas. The improvement of linkages within smaller townships, including Buninyong, Learmonth and Miners Rest are already underway.

By 2040, all potential linkages on public land in urban areas should be open to public use, and governance arrangements in place so the community can lead efforts to rehabilitate.

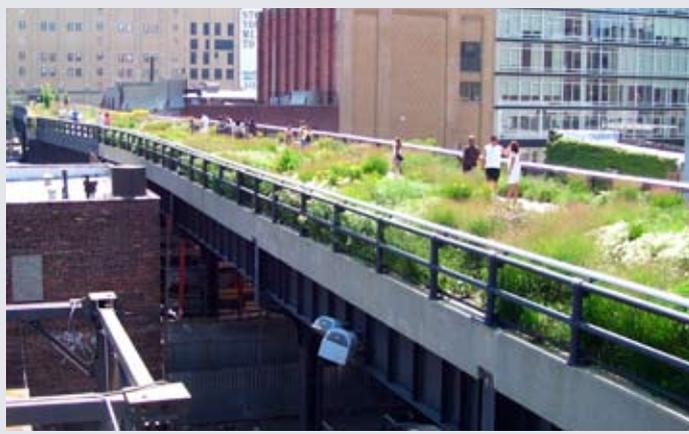
The Living Corridors Concept

Living Corridors is a concept rather than a particular route. They represent current or potential environmental connections through the landscape, and can give guidance to the ongoing greening of these areas. They are based around existing areas of higher biodiversity values, such as wetlands, bushland reserves and areas for targeted rehabilitation, but also could include recreational trails or major streets and public transport corridors linking neighbourhood centres to each other and the Central City. What they offer is a high amenity environment, with bike and pedestrian facilities, large canopy trees, resting places and other place-making amenities. Innovative building designs which incorporate garden walls and rooftop gardens, for example, could also be considered a part of a Living Corridor.

Case Study

The Highline

The Highline in New York is a great case-study. It is a disused elevated railway line which has been converted into a linear park through Manhattan. Its revegetation and activation for community use has resulted in enormous benefits. Should such an opportunity be identified in Ballarat in the future, the Living Corridors concept would help put such a proposal into its wider context, and give it significant support.



The new 'Living Corridors' network of recreational and biological connections will expand on the highly successful LINCS (Linear Network of Communal Spaces) Strategy (1996) which resulted in the Yarrowee River trail and other key linkages being developed and enjoyed to this day. It is hard to imagine Ballarat without the Yarrowee Trail. Although the ecological merit of some living corridors may be relatively low, these corridors will have considerable benefit in improving the liveability of urban areas. These corridors could also provide new opportunities for effective community awareness, education and surveillance.

The corridors will protect environmentally sensitive areas, provide linkages in the landscape which connect habitat, and potentially act as a buffer between natural and/or human communities. Once identified, change is more easily monitored and opportunities pursued.

To the casual observer, the exact locations of Living Corridors in 2040 will be unclear. A Living Corridor won't be marked by a sign, or be clearly delineated on a map. Instead, the experience of urban areas of Ballarat will be of a place which remains connected to its landscape setting. The Living Corridors will have brought the biological and rural values of the setting, into the city. Natural features could be loosely connected by blocks of buildings insulated with vegetated roofs. Rooftop gardens could be providing an increasing proportion of locally sourced food. Ballarat could be a place where urban bee-keeping is the norm, and the urban forest supports the bees to pollinate and support local food security.

Living Corridors is a holistic concept to sharpen the focus on how urban and township areas of Ballarat can truly feel like they are part of an urban forest.

Implementation

Key Actions

Short – medium term

- Develop an Urban Forest Strategy to better manage Ballarat's urban forest
- Develop a network of Living Corridors to be managed as important natural connections through the urban landscape, as part of the Urban Forest

Supporting Actions

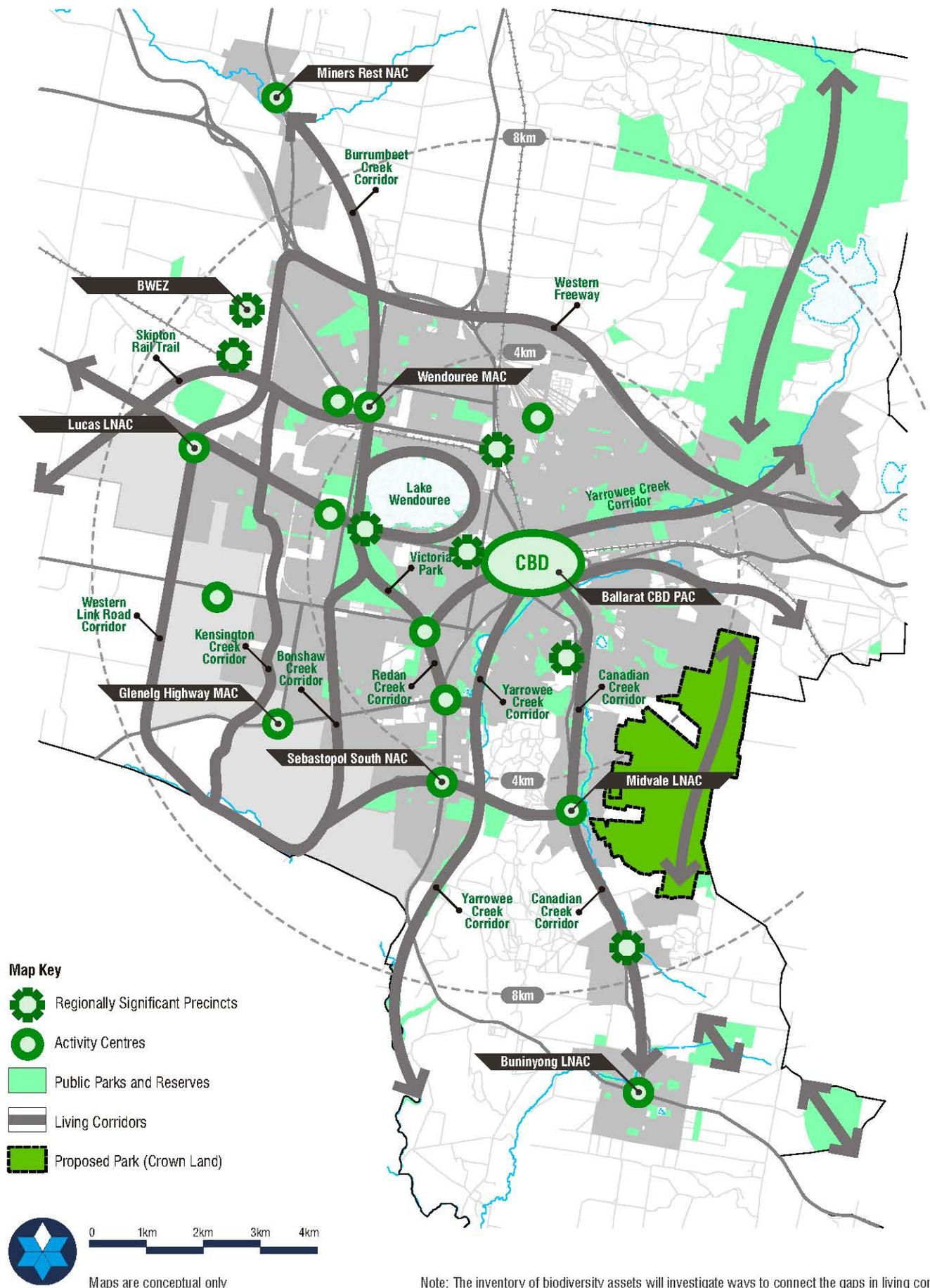
Ongoing

- Support local communities to participate in tree-planting in their local communities
- Support landowners to improve biodiversity values on their land
- Support ongoing improvement to the existing trail networks which provide living corridors across the Municipality
- As part of the Urban Forest Strategy, review planning controls to identify opportunities for new development proposals and planning applications to increase tree canopy coverage on private land

Further Information

- Linear Network of Communal Spaces (LINCS), 1996
- City of Melbourne's Urban Forest Strategy: Making a great city greener 2012-2032
- Institute for Sustainable Futures, University of Sydney report Benchmarking Australia's Urban Tree Canopy: An i-Tree Assessment, 2014

Figure 19 Living Corridors



Note: The inventory of biodiversity assets will investigate ways to connect the gaps in living corridors

Open Space

Ballarat is well known for some of its popular open space areas, including Lake Wendouree, Victoria Park, Lake Learmonth and Mount Buninyong as well as smaller community open spaces. In total, an impressive mix of waterway corridors, natural forests, lakes, sporting reserves, community parks, playgrounds, regional parks, linkages, landscaped areas, urban spaces and conservation reserves make up the Ballarat open space system.

Open space is a significant contributor to the provision of quality communities and its benefits include:

- Physical benefits that promote health and wellbeing
- Psychological benefits through the provision of natural environments
- Social benefits through provision of settings for social networks, creating a sense of community and meeting others
- Environmental benefits through the preservation of ecosystems, creation and protection of habitat and encouraging advocates of the natural environment
- Spiritual benefits through the provision of natural environments for contemplation and reflection, invoking a sense of place and connectedness.

As the population grows in new and established areas, the open space network must similarly respond so it continues to provide its relevant benefits to the future population. In 2040, the additional 60,000 people will want to continue to access open space the way residents of Ballarat have for generations. Providing this opportunity is essential to Ballarat's future liveability.



Improve the Provision of Quality Open Space to Achieve Environmental, Cultural, Social and Economic Benefits



Initiative 5.10 – Ensure all urban residents of Ballarat are within a 10 minute walk of appropriate open space, and rural residents can access open space areas

The makeup of households in Ballarat is changing. As outlined in **Section 3 – Housing Ballarat**, it is forecast there will be significantly more single person households and households without children (as the population ages) and a more diverse range of aspirations for the type of house people want to live in. Whilst detached houses will continue to be the norm, an increasing number of households will aspire to live in semi-detached, apartment or unit type developments. For these residents, they often won't want a garden or yard. The maintenance is time consuming and physically demanding. They would rather access high quality public open space than maintain their own. For many people who do not want their own yard, communal public space will be increasingly important meeting and socialising spaces.

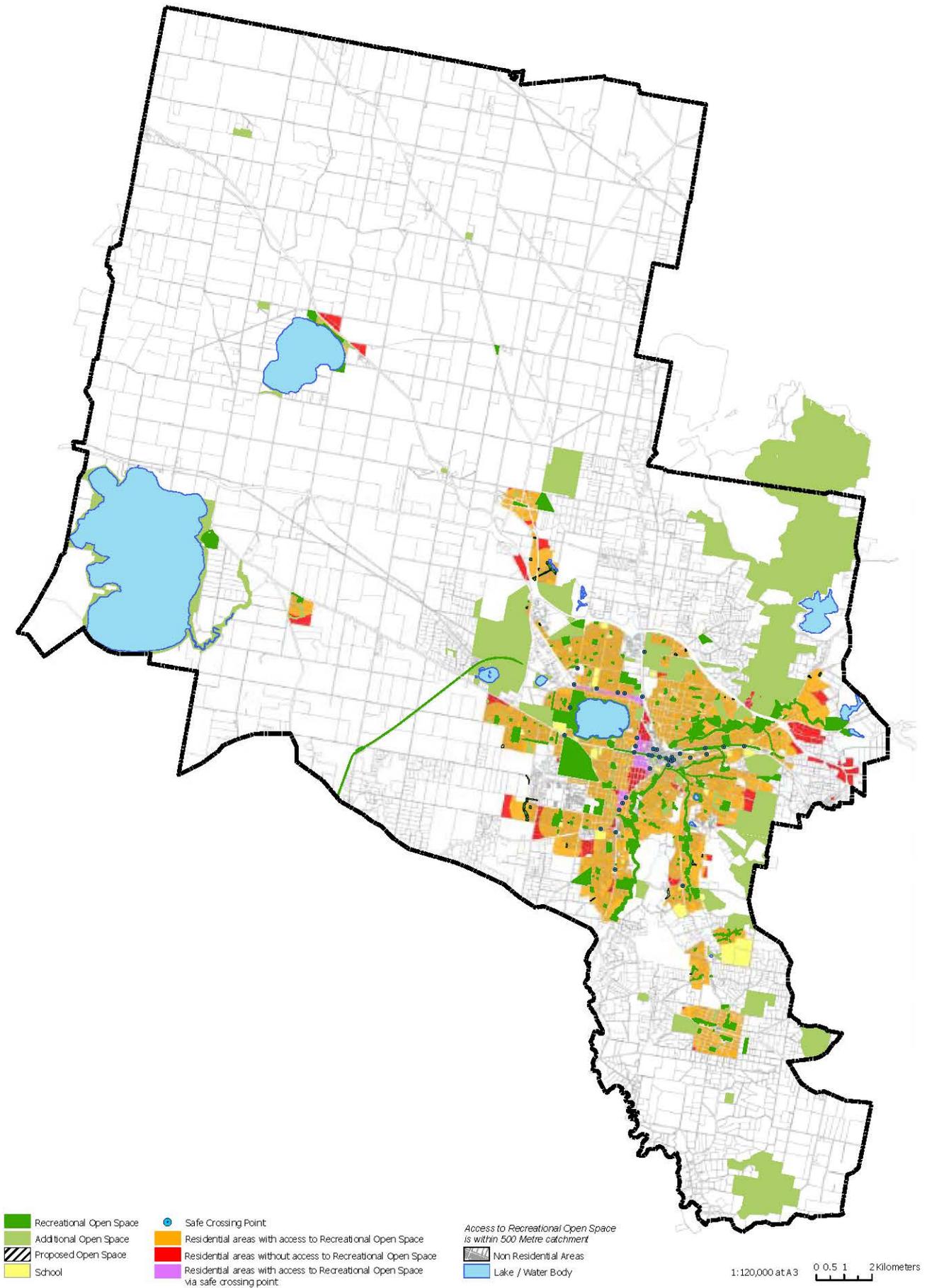
Although more houses without yards bring increasing demand for public open space, it potentially brings many benefits. The public open space areas of Ballarat in 2040 will be very dynamic places. The people and activity will be as much of the story as the natural values of those places. Community run communal sports, exercise and well-being activities will be deeply embedded in local culture. Residents will be able to feel part of a more inclusive local community that interacts in public. High quality open space be valued as an essential service for the health and well-being of the community.

The Ballarat Open Space Strategy (BOSS) outlines how Ballarat is generally well serviced with open space. However, there are significant opportunities to better service, connect and manage the open space network. Over the short-medium term the principles of the Ballarat Open Space Strategy (BOSS) will continue to be applied. However, as more people move to the municipality, and urban areas become increasingly dense, the value (both culturally and in monetary terms) of open space will require a change in approach. Open space contributions will become less of a burden and more of an asset to developments, and so the expectations around these arrangements will require review. A changing distribution of people will require ongoing review that residents remain within the 10 minute walk to open space, and open space contributions respond accordingly.

The BOSS outlines the need to prepare landscape plans for local and neighbourhood parks, and master plans for those at the district and regional level. This work will be increasingly required moving forward, and will be an important next step in open space planning in Ballarat. It is important to recognise the community often expect short-term funding allocations be made available at the time of adoption of open space plans, to kick-start long-term improvements in those areas.

In 2040, all residents in urban areas will be within a 10 minute walk of open space areas which are highly valued, well used and integral parts of the urban fabric.

Figure 20 Strategic Open Space Provision



Initiative 5.11 – Support Victoria Park to become a more activated and well-loved icon of the city of Ballarat

Victoria Park is one of Ballarat's major open space and recreational parklands and one of Ballarat's most significant historical and cultural landscapes. Its cultural significance is highlighted by the fact in 1890 it was the site of Victoria's first Arbour Day planting. On this day, the citizens of Ballarat planted the extensive Poplar, Cedar, Elm and Oak avenues. It was once extensively mined for gold and is now one of the best examples of a large, European style parkland in Australia.

The park was vested in the City of Ballarat by the Victorian Government as a restricted Crown Grant in 1888 but became a 'public park reserve' under the City of Ballarat's Committee of Management in 2006. At the time it was located well to the west of the Ballarat's centre and urban development. During World War Two Victoria Park was used as a military base. Through the 1940s to 1960s it was used for car rallying and motorcycle racing events, and in 1992 it was the site of the 16th Australian Scout Jamboree.

Victoria Park has two ornamental lakes, 13 sporting ovals, a 5km walking track, two playground / picnic areas, an equestrian facility and cricket practice nets making it a significant venue for a range of leisure and sporting activities. Areas of significant volcanic grassland plant species exist as well as seasonal displays of native orchids and lilies. A pine plantation in the south eastern corner provides a contrast to the structured avenue and perimeter tree plantings. A network of meandering tree lined roads provides separation between the various zones of the park. A giant mullock heap (Mt Holved – Smith) is a reminder of the park's former mining activities. It is an iconic place, in the geographic centre of Ballarat.

Whilst many modern cities lament the loss of valuable parkland that has been subdivided, allowed to be used for private and commercial purposes, or has become devalued by poor management practices, Ballarat continues to enjoy Victoria Park as a key recreational area. It is important for the Ballarat community to own a shared vision of what this public asset will provide to future generations when Ballarat's population and city footprint will have significantly expanded.

Victoria Park has never had a master plan however several documents produced since 2004 explore the future planning and development of the area. The most recent "Victoria Park – A Vision" was approved by Council in 2012, following extensive community and stakeholder engagement. The Vision identified the park as:

The Lungs of the City – A Park for the People: The City of Ballarat will preserve and enhance the historic features of Victoria Park while encouraging the community's use and enjoyment of the Park's diverse range of facilities and landscapes.

Development of a long-term master plan for Victoria Park will provide the required guidance on its long-term future as a recreational icon.



Initiative 5.12 – Support the activation of Lake Wendouree so it is promoted and enhanced as an inclusive centre of community life, while protecting its character, views, trees and environmental functions

Lake Wendouree was originally a shallow reedy swamp set on a rich alluvial flat teeming with wildlife including kangaroos, emus, wombats, dingoes and a wide variety of cockatoos and parrots³². The nomadic Wadawurrung people from the Kulin Nation tribe camped by the swamp during summer months. In 1838 Scottish settler William Cross Yuille erected a hut on its banks, and it has been a focus of attention in Ballarat ever since. The name Wendouree is believed to come from the Aboriginal word 'wendaaree', meaning 'go away'.

Lake Wendouree has been a major social destination for residents for the past 150 years. During the mid-19th century industries were set up around the Lake, including blue stone quarries at View Point and St Patrick's Point, two flour mills, a lemonade factory, plant nurseries and four large gold mining companies. At its peak there were thirteen hotels situated around its shores. The Lake View Hotel (established in 1875) is the only hotel that remains. The lake hosted the rowing and canoeing for the 1956 Melbourne Olympics. Through Ballarat Imagine the community told us that Lake Wendouree is the most loved place in Ballarat. In 2040, it is critical for Ballarat that Lake Wendouree remain at the heart of community life. The key challenges are water security, inappropriate development and enhancing community use.



Water Security

As an engineered waterway, Lake Wendouree is naturally fed by storm water from a relatively limited urban catchment. Devastatingly for the community, it was closed to most activities in 2004 before becoming completely dry in 2006 after a 10 year period of below average rainfall. It remained unusable until 2010 when it was again at capacity. Over recent years the City of Ballarat and partners have successfully implemented a storm water harvesting project which, in conjunction with natural rainfall, is providing a stable water supply. With ongoing management, these arrangements are considered sufficient to ensure the lake remains full in 2040. The Lake has been stocked with 90,000 rainbow trout and visitors to the Lake in 2040 will find a premier recreational fishery.

Managing Development

Lake Wendouree has a much loved character which includes wildlife, biodiversity, historic features, heritage buildings, trees, and key views to Mt Warrenheip, Mt Buninyong and the forested ridge to the east. When the leaves are on the trees it can feel like you're not in a city at all. Ballarat's community have told us how much they love Lake Wendouree. It is also a key tourist destination, events precinct and cultural landscape in Ballarat. It is essential development does not diminish the much loved character of this very special place.

³² Lake Wendouree Heritage Conservation Analysis, 1994

Community Use

Lake Wendouree and its foreshore in combination with the Ballarat Botanical Gardens Precinct (including the North and South Gardens) host and provide facilities for major and smaller events each year. The Lake is heavily utilised on a daily basis for recreation and sport. However, there is significantly more scope for community use. There are opportunities for more public access clubs and facilities, and more opportunities for services and commercial activity for visitors. In some respects, the future of Lake Wendouree could well take cues from its activated character of the 1870s.

To guide long-term decision-making for Lake Wendouree, Council will develop an Activation Strategy for the area. Stakeholders will be engaged to develop a shared long-term vision. The Strategy will consider the current and future opportunities and conflicts in terms of its demand, capacity, sensitivity, historic and environmental nature and sustainability. The shared vision will help guide the management of Lake Wendouree towards 2040.

Implementation

Key Actions

Short – medium term

- Continue implementation of the key recommendations of the BOSS, to ensure future additional residents continue to have access to appropriate open space areas
- Develop landscape and management plans for specific open space reserves, as recommended by the BOSS
- Continue to enforce the open space requirements of the Ballarat West and Alfredton West Precinct Structure Plan areas
- Develop a master Plan for Victoria Park to support the community's vision and to guide development priorities for funding and capital investment in the Park
- Develop a Lake Wendouree Activation Strategy to guide the future use and management of this important heart of Ballarat

Supporting Actions

Ongoing

- Recognise community expectations for short-term funding allocations associated with the adoption of landscape master plans
- Support local communities to encourage community led initiatives for the stewardship and management of waterways, habitat areas and public land with natural values (refer **Initiative 5.7**)
- Support ongoing improvement to the existing trail networks which provide living corridors across the Municipality (refer **Initiative 5.8**)
- Require all future growth areas to embed open space requirements into Precinct Structure Plans for those areas.
- Review the overarching open space strategy for Ballarat so it responds to contemporary demographics, housing trends and typologies
- Work with the community to establish the core values of Lake Wendouree and review planning controls to ensure that inappropriate development cannot diminish the character and views of the lake precinct

Further Information

- Lake Wendouree Heritage Conservation Analysis and Landscape Masterplan (1994)
- Linear Network of Communal Spaces (LINCS) – 1996
- Ballarat Open Space Strategy (2008)
- Victoria Park – A Vision (2012)
- Project Charter: Lake Wendouree Activation Strategy – Endorsed Council 28 January 2015

History of Lake Wendouree

1838: - Lake Wendouree was originally a shallow reedy swamp set on a rich alluvial flat teeming with wildlife including kangaroos, emus, wombats, dingos and a wide variety of cockatoos and parrots. The nomadic Wadawurrung people from the Kulin tribe camped by the swamp during summer months.

Scottish settler William Cross Yuille erects a hut at the edge of the 'Black Swamp', the swamp soon becomes known as 'Yuille's Swamp'.

The name Wendouree comes from the Aboriginal word 'wendaaree' which means 'go away'. A story is told that when William Yuille asked an Aboriginal woman the name of the swamp, her reply was wendaaree. When Ballarat was first surveyed in 1851 by WS Urquhart the swamp was recorded as Wendouree.

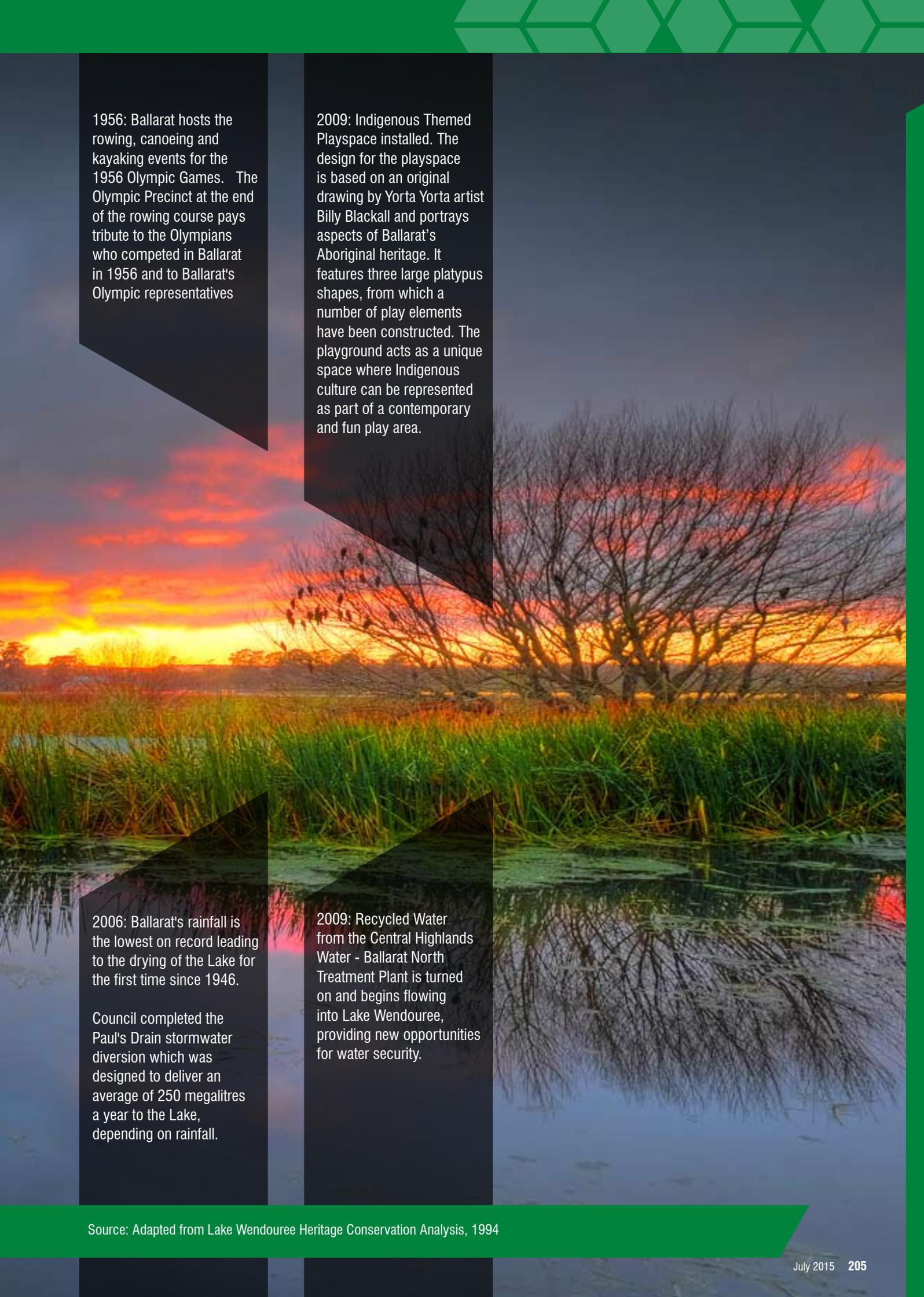
1851: A dam was built across the Lake and the bank was raised several times higher to provide Ballarat with a permanent supply of water.

1860: An underground pipeline from Kirks Reservoir provided the first constant source of water to 'top up' the Lake's water level.

1858: A pipe was laid underground from the Lake to the water works in Sturt Street opposite the Town Hall. Industries were set up around the Lake - blue stone quarries at View Point and St Patrick's Point, two flour mills, a lemonade factory, plant nurseries and four large gold mining companies. Deep leads under the Lake were mined until 1875.

There were thirteen hotels situated around Lake Wendouree. The Lake View Hotel was established in 1875 and is the only one that remains.

1864: Members of the Ballarat Rowing Club cut a course through the reeds with scythes in order to hold the first aquatic sports events on the Lake.



1956: Ballarat hosts the rowing, canoeing and kayaking events for the 1956 Olympic Games. The Olympic Precinct at the end of the rowing course pays tribute to the Olympians who competed in Ballarat in 1956 and to Ballarat's Olympic representatives

2009: Indigenous Themed Playspace installed. The design for the playspace is based on an original drawing by Yorta Yorta artist Billy Blackall and portrays aspects of Ballarat's Aboriginal heritage. It features three large platypus shapes, from which a number of play elements have been constructed. The playground acts as a unique space where Indigenous culture can be represented as part of a contemporary and fun play area.

2006: Ballarat's rainfall is the lowest on record leading to the drying of the Lake for the first time since 1946.

Council completed the Paul's Drain stormwater diversion which was designed to deliver an average of 250 megalitres a year to the Lake, depending on rainfall.

2009: Recycled Water from the Central Highlands Water - Ballarat North Treatment Plant is turned on and begins flowing into Lake Wendouree, providing new opportunities for water security.

Water

Ballarat is fortunate to be situated in a typically reliable rainfall area, with connections to the Yarrowee River, Canadian Creek, Burrumbeet Creek and Woody Yaloak River catchments and their tributaries. The position of the municipality high in the headwaters, however, reduces water capture and storage potential. It is unfortunately a question of when, not if, drought will return again. Given that our lifestyles and the survival of other living things depend on ongoing access to good quality water, we must ensure our long-term water sustainability.



Support Regional and State Based Sustainable Water Management Approaches



Initiative 5.13 – Collaborate with the state government and key regional stakeholders to pursue consistent and improved management of water resources

In urban areas in the Ballarat region, residential users demand approximately 70% of potable water. Commercial and industrial users follow with demand accounting for about 10% each. In looking at water management, residential users in urban areas are a key place to start. As Ballarat's local water catchments are open catchments, they require ongoing focus and diligence by all agencies to ensure they are protected from inappropriate development or land use activities.

In addition to reducing consumption of potable water, there is an important opportunity to focus on management of natural rainfall where it falls. It is estimated each year nine billion litres of water, surplus to the environment's needs, runs off Ballarat's roofs and water resistant surfaces.³³ This is the equivalent of the city's total consumptive demand. There must be a better way of capturing the water we do have for local use, reducing water consumption, improving water use efficiency and identifying new and innovative opportunities for water recycling. A combination of these approaches will ensure our long-term water security, even with the growing population. Council needs to work in partnership with relevant Agencies and water authorities to affect real change.

Water Cycle in Ballarat

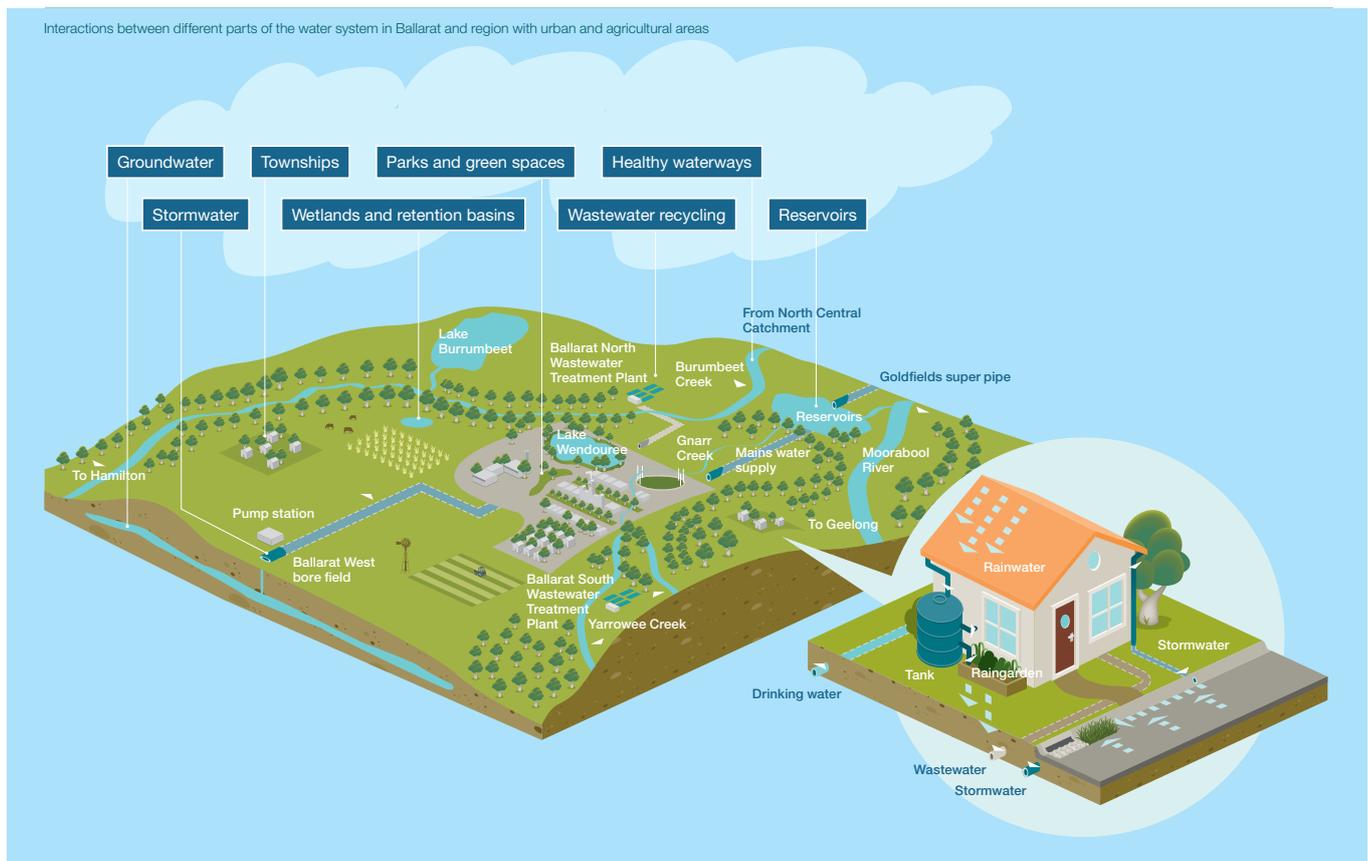


Image Source: Help shape our water future: Ballarat and region, 2014
This image was published in 2014 certain details may have changed since that time

³³ Help shape our water future: Ballarat and region, 2014

The key organisations responsible for supply and management of water within the municipality include:

- Central Highlands Water
- Southern Rural Water
- Department of Environment, Land, Water and Planning
- Corangamite Catchment Management Authority
- Glenelg Hopkins Catchment Management Authority
- North Central Catchment Management Authority.

Together, initiatives focussed on whole-of-water-cycle-management offer the greatest potential to ensure our long-term water sustainability. Council will continue to partner with relevant stakeholders and Agencies to ensure Ballarat has sufficient water supplies, but also takes a leadership role in promoting a more sustainable water future. In 2040 Ballarat will be the country's most water efficient and water wise city. With the help of the agencies listed above supporting the community's desire, we are confident this will be achieved.

Current demand for Water by Users - Ballarat's urban potable water supply

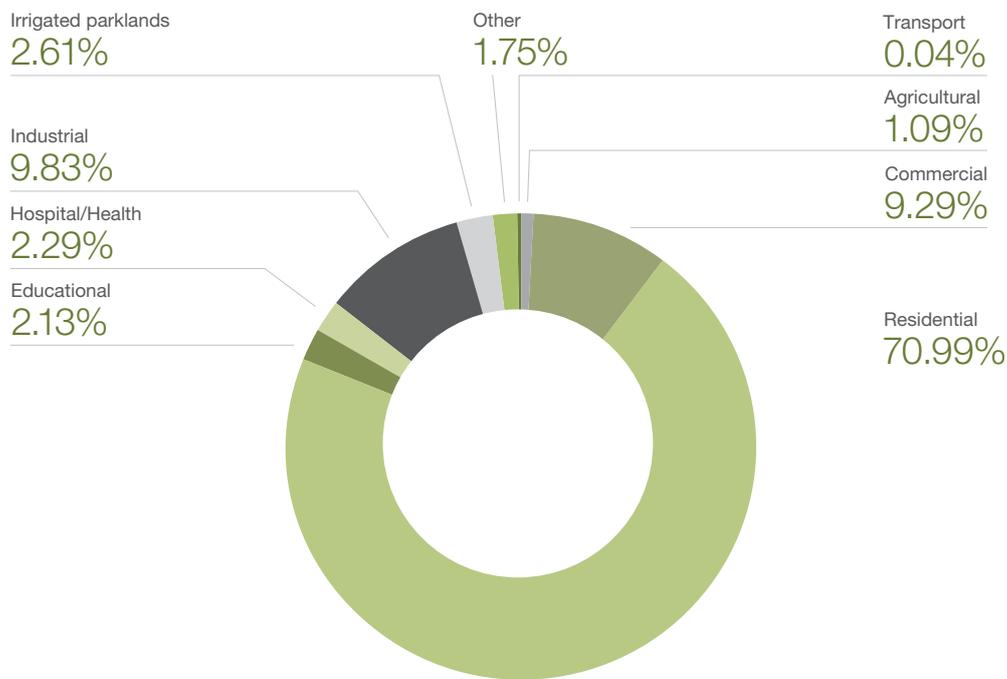


Image Source: Help shape our water future: Ballarat and region, 2014

Initiative 5.14 – Reduce Council's annual per capita potable water consumption to 40% below 1999/2000 levels

Council has had a long commitment to reduce water consumption. Between 1999 and 2005 Council reduced its water consumption by 48%.³⁴ However, water consumption can fluctuate in response to a wide range of policy and natural influences. Similarly water availability is highly variable. Its ongoing management remains a challenge.

Stormwater harvesting is now seen as an important component of whole-of-water-cycle-management, as is the implementation of Water Sensitive Urban Design (WSUD). WSUD considers, among other things, urban design, infrastructure design, streetscapes, roads and drainage systems and aims to protect and improve waterway health by mimicking the natural water cycle as closely as possible³⁵. These measures not only augment local water supply and reduce demand, they also reduce environmental damage due to flooding and improve the quality of the water entering the local waterways.

Annual Rainfall Variation from Average - Kirk's Reservoir, East of Ballarat

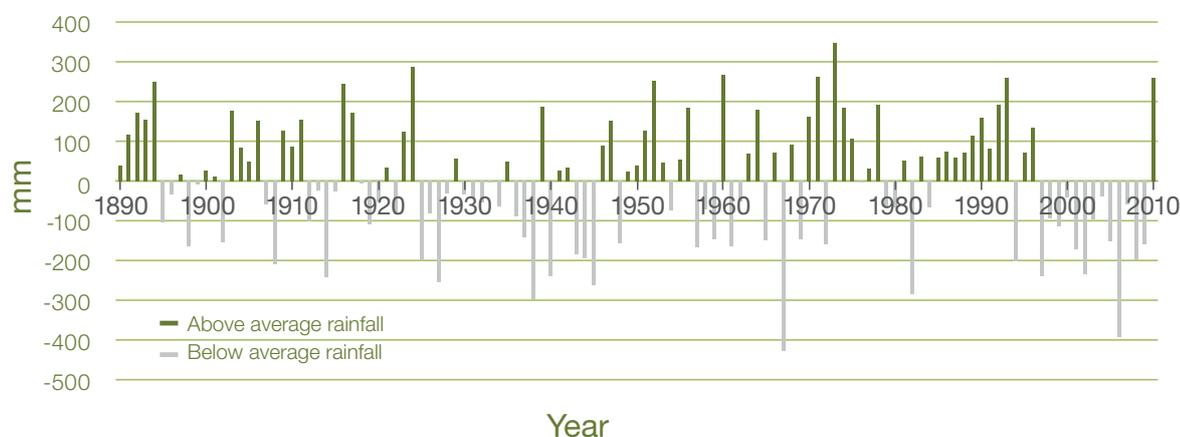


Image source: Help shape our water future: Ballarat and region, 2014

In order to encourage a greater uptake and implementation of WSUD across the municipality, the City of Ballarat adopted the City of Ballarat WSUD Guidelines in 2010. These Guidelines ensure WSUD is implemented in all new developments, in a manner that ensures the long term effectiveness of WSUD infrastructure. These principles are similarly adopted for Council led projects.

Over the long-term, as the population grows, Council will strive to reduce its potable water consumption per capita to 40% across the whole municipality to below 1999/2000 (pre drought) levels. The whole-of-water-cycle management plan, developed in collaboration with representatives across the Ballarat region, proposes strategies that will reduce household mains drinking water demand for the year 2020 by up to 40 per cent through water efficient building initiatives, allotment and precinct scale stormwater harvesting and reuse, stormwater quality.

Note: Central Highlands Water has a commitment to 40% reduction in household water use as part of the Ballarat West Precinct Structure Plan and the Potable Water Demand Target, Supplementary Guide April 2014

³⁴ <http://www.savewater.com.au/programs-and-events/savewater-awards/past-winners-finalists/2005-winners/city-of-ballarat>

³⁵ Help Shape Our Water Future: Ballarat Region, 2014

Implementation

Key Actions

Short - medium term

- Partner with key water management stakeholders to pursue regional and catchment scale approaches to better managing our water resources
- Continue to work towards reducing Council's potable water consumption per capita to 40% below 1999/2000 (pre drought) levels

Supporting Actions

Ongoing

- Continue implementation of Water Sensitive Urban Design and other water management approaches to minimise Council water usage over the long-term

Further Information

- Central Highlands Water, Ballarat Demand Management Strategy study (Centre for Regional Innovation and Competitiveness, 2004)
- Stormwater Management Plan (2010), Appendix C City of Ballarat Water Sensitive Urban Design Guidelines
- Environment Sustainability Strategy 2012 – 2014
- Ballarat Domestic Wastewater Management Plan, 2013
- Department of Environment and Primary Industries, Ballarat and region's water future: A whole-of-water-cycle management framework 2014
- Ballarat West PSP Potable Water Demand Target, Supplementary Guide April 2014
- Ballarat and District Water Supply System
- Strategic Plan 2011-2060. Water Supply Demand Strategy

Ensure Sustainable Water Management of the City through Urban Design and Operational Programs



Initiative 5.15 – Encourage water efficiency and whole-of-cycle-water-management to be integral parts of future developments and public realm improvements

The concept of whole-of-water-cycle management captures the idea that all parts of the water cycle from source to consumption to sanitation, and all parts of the community, have an important role to play.³⁶ The whole-of-water-cycle includes all potential water sources from surface water, groundwater and rainwater through to treated stormwater and wastewater. It ensures the appropriate water quality for different uses and balances the environmental value of water with the urban value of water. Whole-of-water-cycle management also considers all the external influences on water supply and consumption including climactic variability, population growth, economic conditions and the regulatory environment and ensures these considerations are understood and applied at a variety of scales.

A fundamental part of whole-of-water-cycle management is ensuring the right water source is matched to the appropriate use and that land use planning, infrastructure development and building construction considers and includes mechanisms to ensure this occurs. Another key aspect of whole-of-water-cycle management is understanding and managing the impacts of the changing urban environment and population growth on the natural environment. Expanding urban areas result in increased stormwater runoff, which creates a significant risk to waterway health and places increased pressure on green spaces and the natural environment.

Council is committed to continuing to pursue whole-of-water-cycle-management as part of its core responsibilities. Whole-of-water-cycle management will need to be considered in the design of all new suburbs, through Precinct Structure Planning and Master Planning of these new areas, and investigated for infill developments as well as being applied to Council operational programs.

³⁶ Help Shape Our Water Future: Ballarat Region, 2014

Case Study

Ballarat West Growth Area Cardigan Aquifer Recharge

The development of the Ballarat West Employment Zone provides a unique opportunity to introduce innovative water management that builds climate change resilience, provides greater water security to growing populations, enhances waterway health and creates greener cities.

The Ballarat West Urban Growth Area covers 1,675 Ha with 18,000 new houses and a population of over 40,000. It is expected to generate 9,000 jobs and approximately \$5 billion of economic output through the Ballarat West Employment Zone. This joint Central Highlands Water and City of Ballarat 'proof of trial' project, with the State Government as a funding partner, has been designed to ensure urban planning and whole-of-water-cycle management are integrated and demonstrate that the aquifer can sustainably generate potable water supply needs for the entire growth area and employment zone.

Rainfall runoff generated from the rooftops of new development sites is a valuable source of high quality water that can be captured, stored and transferred for injection into the underlying Cardigan Aquifer. Water stored in the aquifer can then be redrawn from the aquifer when required from existing groundwater bores, be treated using existing facilities and introduced into the drinking water supply network or used to improve the amenity of the area. This 'proof of trial' project will investigate rooftop rainfall harvesting combined with managed aquifer recharge as a water supply and management technology that delivers a range of benefits to local communities. This project will deliver benefits beyond the provision of an additional water supply including: improved waterway health and ecosystem protection, flood alleviation and reduced pollution loads, reduced land requirements compared to large dam storages, reduced evaporation losses, water quality treatment benefits and energy savings.

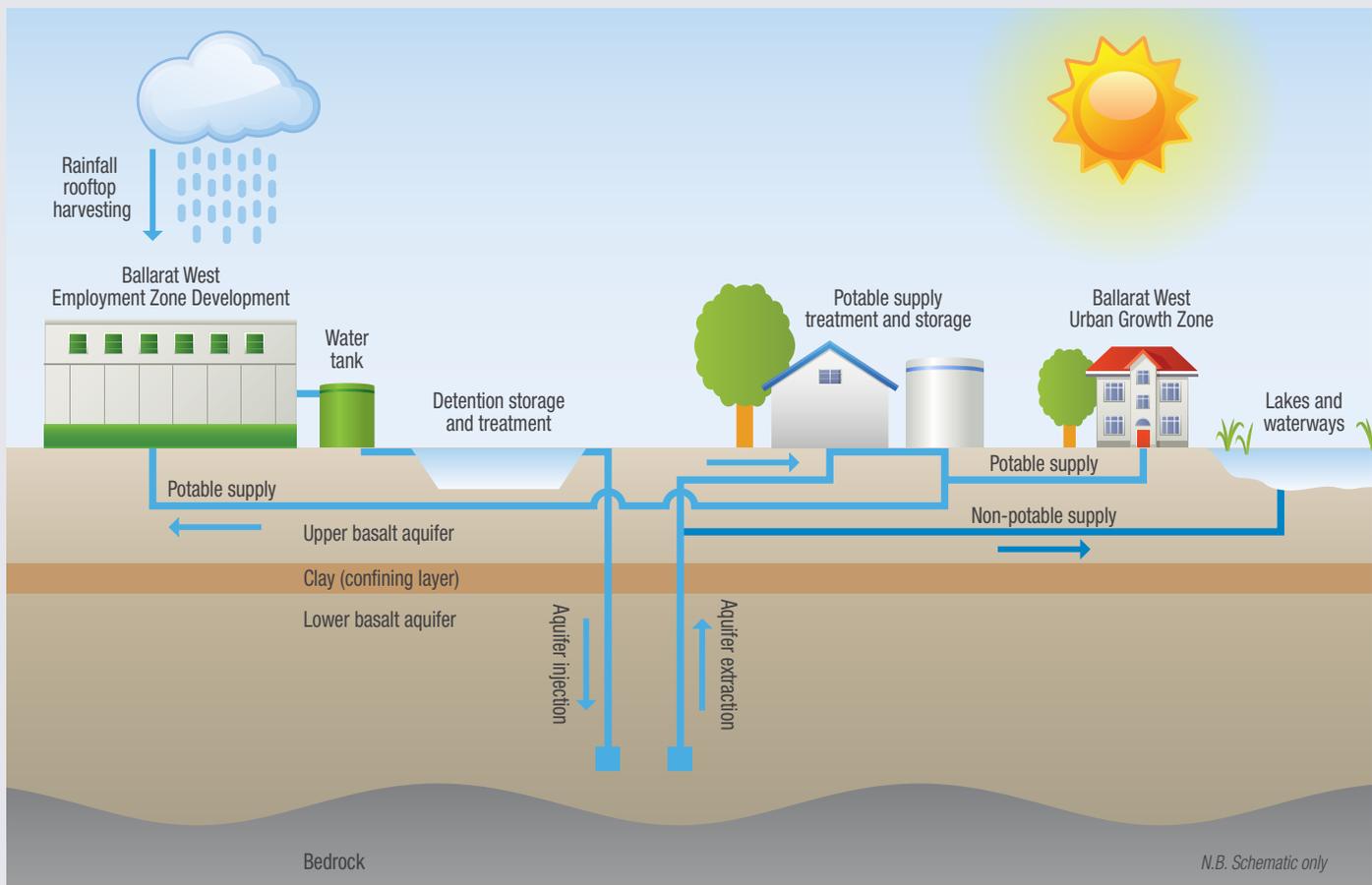


Image Source: Help shape our water future: Ballarat and region, 2014

Initiative 5.16 – Manage stormwater as part of a renewed focus on green infrastructure

Historically, there was no consideration given to the quality of stormwater, or to the downstream impacts. There is now an awareness that as the stormwater flows over sealed and unsealed surfaces it accumulates pollutants and sediments that are then transported to the waterways causing a decline in the ecological health and diversity of waterway environments. In addition, the increased impervious areas results in an increase in both the volume and rate of runoff, causing erosion and degradation of downstream waterways.

Stormwater is now recognised as a valuable water resource and a viable, more sustainable alternative to potable water for many applications. Governments at all levels are encouraging stormwater capture and reuse projects. Long before 2040, storm-water will become too valuable to waste.

Council is currently developing a strategy to identify how excess stormwater runoff can be intercepted within the urban environment to support green infrastructure initiatives in public realm improvements, streetscape upgrades and asset renewal programs. The strategy will build on Council's commitment to water sensitive urban design, and identify opportunities to support new and innovative design approaches to managing water storage, on-site and off-site retention and runoff.

Implementation

Key Actions

Short - medium term

- Develop and implement a Green Infrastructure Strategy to guide the future direction of water management initiatives in the built environment of Ballarat
- Require precinct structure plans for new greenfield areas, which requires targeted consideration and design responses to water efficiency and whole-of-water-cycle management
- Develop and implement a Green-Blue Infrastructure Strategy

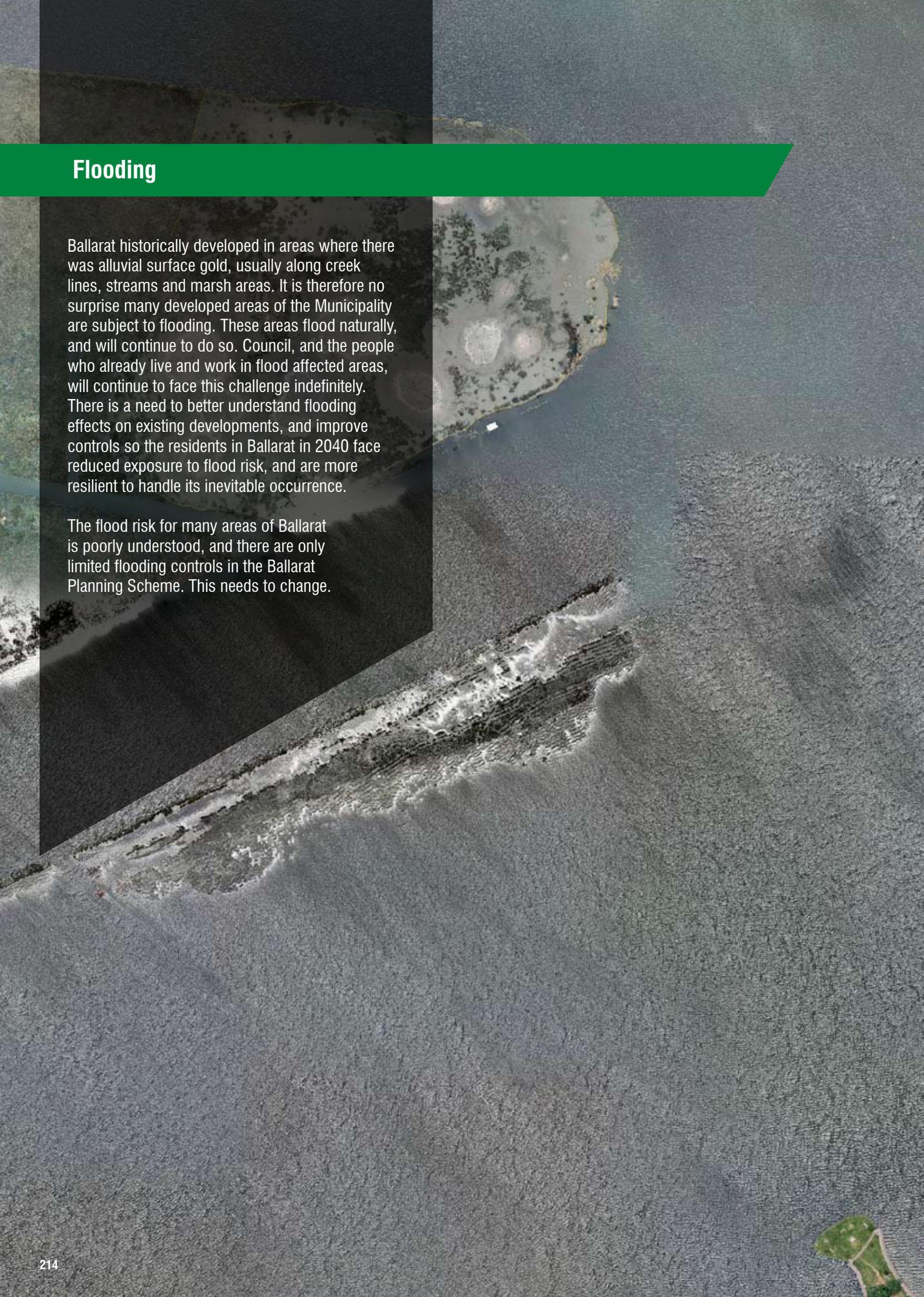
Supporting Actions

Ongoing

- Continue to embed whole-of-water-cycle-management as a fundamental principle of growth and development in Ballarat
- Continue to assess opportunities to intercept and utilise excess stormwater runoff within the urban environment to support the establishment of green infrastructure and provide the environment for these community assets to thrive all year round, including in times of below average rainfall
- Continue to measure, report and revise targets for the use of mains water supply and the use of alternative water sources for managing community assets such as irrigated public open spaces, sporting precincts and other green infrastructure
- Continue to work with industry to share ideas and emerging technologies that improve asset management practices and increase asset performance
- Continue to investigate opportunities to reduce mains water consumption through stormwater harvesting, treatment and reuse opportunities, including where stormwater harvesting infrastructure supports mutually beneficial outcomes for managing excess stormwater runoff
- Continue to engage with industry stakeholders through Council's water resources advisory committee to provide direction to the City of Ballarat and its community in relation to sustainable water resource management
- Continue to develop and implement domestic wastewater management plans to enable effective planning for the type of settlement and economic activity that can occur in these areas

Further Information

- Department of Environment and Primary Industries (2014): Help shape our water future: Ballarat and region
- Stormwater Management Plan (2010)

An aerial photograph of a coastal area. A river or creek flows from the top left towards the bottom right. The water is a light greyish-blue. On the right side, there is a small white boat on the water. The land is a mix of green and brown, indicating vegetation and possibly some development. The overall tone is somewhat desaturated, giving it a historical or archival feel.

Flooding

Ballarat historically developed in areas where there was alluvial surface gold, usually along creek lines, streams and marsh areas. It is therefore no surprise many developed areas of the Municipality are subject to flooding. These areas flood naturally, and will continue to do so. Council, and the people who already live and work in flood affected areas, will continue to face this challenge indefinitely. There is a need to better understand flooding effects on existing developments, and improve controls so the residents in Ballarat in 2040 face reduced exposure to flood risk, and are more resilient to handle its inevitable occurrence.

The flood risk for many areas of Ballarat is poorly understood, and there are only limited flooding controls in the Ballarat Planning Scheme. This needs to change.

Manage the Risk of Flooding through Avoidance where Possible, Adaptation where Necessary



Initiative 5.17 – Manage development in flood prone areas in a best practice and proactive manner

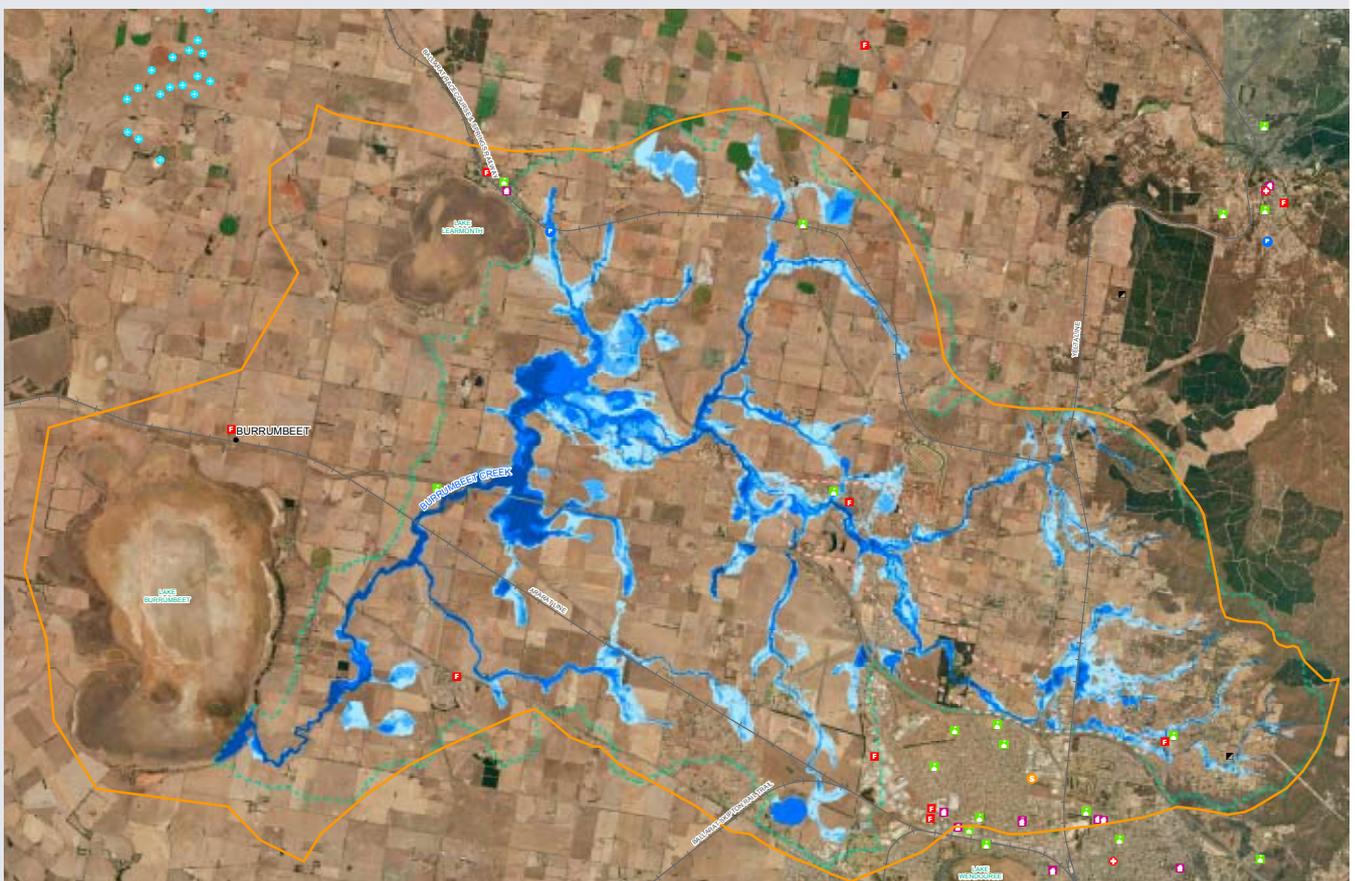
To better understand the issues of flooding, and better manage development in flood prone areas, flood investigations are underway in key catchment areas. The implementation of the findings of those flood studies will better inform the community of flooding issues, and enable better management of development in flood prone areas.

Case Study

Burrumbeet Creek Catchment

Invermay and Miners Rest most recently experienced significant impacts by flooding from the Burrumbeet Creek in August / September 2010 and January / February 2011. Many properties were affected with virtually no flood warning available to inform flood preparation and response. A flood investigation for the Burrumbeet Creek floodplain has been completed by the Glenelg Hopkins CMA and Ballarat City Council. This has produced detailed flood mapping and flood intelligence data that will be utilised in land-use and development planning decisions and flood emergency response planning into the future.

In 2040, flooding will continue to be a fact of life for Ballarat. However, it will be clearly understood the relative risk of flooding for all properties will be clearly understood, and the community will be educated on how best to manage that inevitable impact.

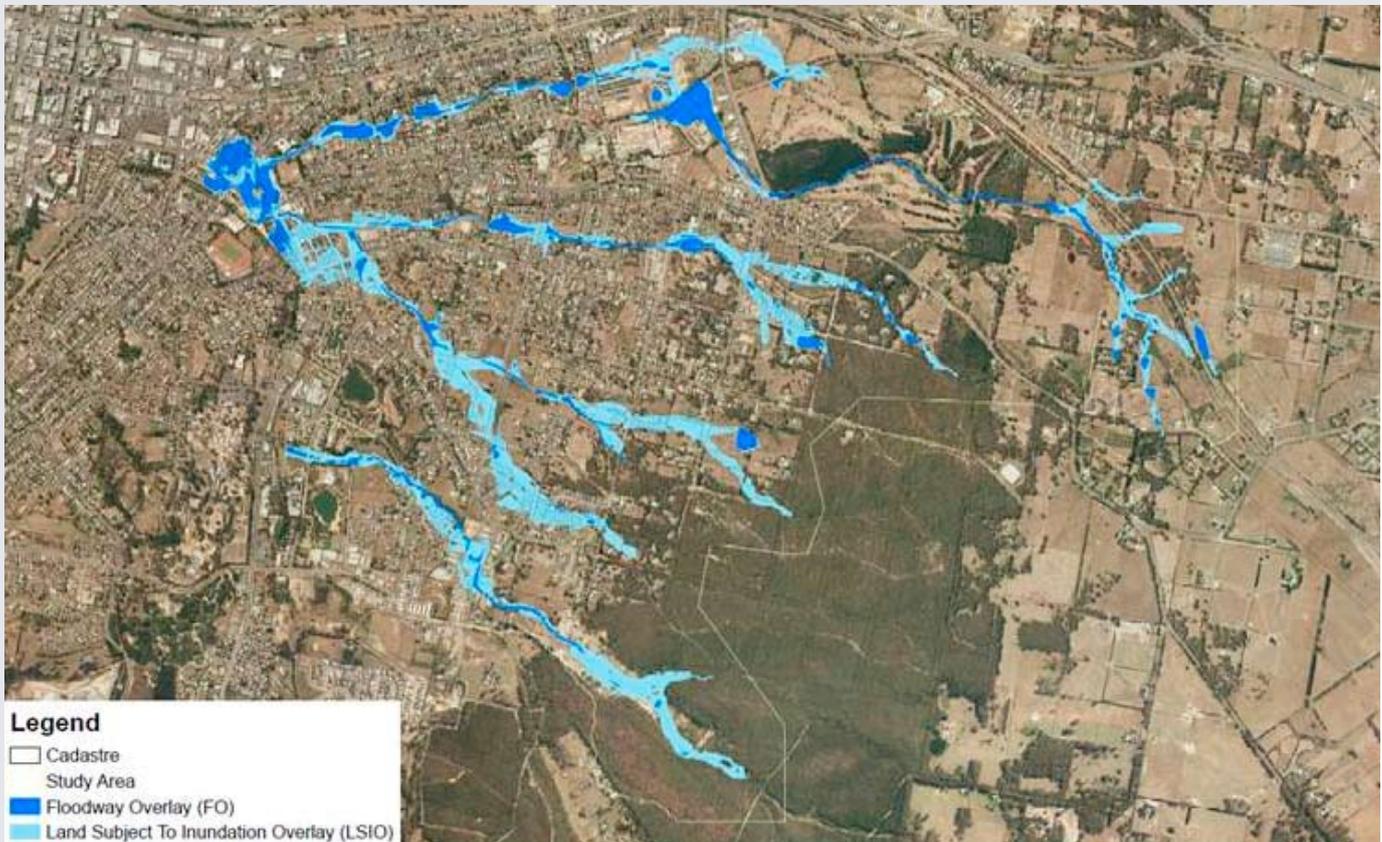


Case Study

Canadian Creek Catchment

The tributaries of Canadian Creek include Specimen Vale Creek (608ha catchment area), Warrenheip Gully (234ha catchment area), Pennyweight Creek (301ha catchment area) and Lal Lal Drain. The area includes the residential areas of Eureka, Ballarat East and Canadian along with vast areas of publicly owned forest. Flooding has occurred within the Canadian Creek Catchment on numerous occasions since settlement of Ballarat in the 1850s.

A detailed flood investigation is underway in the Canadian Creek Tributaries as it is an area in which the Corangamite Catchment Management Authority (CCMA) has received an increasing number of infill development proposals over recent time. The investigation has so far produced detailed flood mapping and other information that will assist planning and emergency response activities in the future. Knowledge of likely flood damages is a prerequisite for the funding of any future flood mitigation works or further flood investigations. The CCMA and Council are working with affected communities to better understand flood risk, and develop appropriate planning scheme controls.



Over the medium – long term, Council will continue to work in partnership with catchment management authorities to better understand the issues of flooding in the Ballarat region, and change planning controls and management practices accordingly.

In 2040, flooding will continue to be a fact of life for Ballarat. However, the relative risk of flooding for all properties will be clearly understood and the community will be educated on how best to manage that inevitable impact.

Map is indicative only and does not include lakes.

Implementation

Key Actions

Short – medium term

- Complete flood studies for the Canadian Creek and Burrumbeet Creek catchment areas and implement relevant planning controls into the Ballarat Planning Scheme
- Continue identifying, mapping and modelling the extent of urban flood risks for existing and proposed urban areas
- Detailed floodplain mapping and flood intelligence information has been completed for the Burrumbeet Creek floodplain. This information will be adopted into the Ballarat Planning Scheme as soon as possible and has been incorporated into the Ballarat Municipal Emergency Management Plan

Supporting Actions

Ongoing

- Work in partnership with Catchment Management Authorities to deliver improvements in planning and management of the valuable floodplains, waterways, drains and open spaces.
- Continue to support the implementation of Regional Catchment Strategies of the Glenelg Hopkins CMA, Corangamite CMA and North Central CMA, which are important partners in water management in Ballarat.
- Work in partnership with catchment management authorities to establish the strategic priorities floodplain management in Ballarat and incorporate these priorities into Regional Floodplain Management Strategies

Further Information

- Flood Victoria http://www.floodvictoria.vic.gov.au/centric/prepare_prevent.jsp

Land and Soil

Salinity, soil erosion, soil acidification, and soil compaction all affect the capacity of land to support living systems. Remnant native vegetation and wildlife as well as agricultural activity are often particularly affected by these issues. Many of these degrading processes have been caused or exacerbated by the way land has been managed. Historical mining and industrial development has left a legacy of contamination in many areas.

Over the long-term, issues of land and soil quality will become increasingly important as they impact on the viability of land for either commercial or natural uses.



Ensure Appropriate Management of Land and Soil Resources



Initiative 5.18 – Protect soil quality and ensure extractive industries are appropriately buffered and separated from sensitive uses

Mining, agriculture and historical clearing of native vegetation has had a significant impact on the condition of land throughout the municipality. Land degradation in the City of Ballarat is being tackled by a range of stakeholders including private landholders (often through Landcare groups), State Government Agencies, Catchment Management Authorities and various community groups.

The City of Ballarat's role in addressing land degradation on private land is primarily through minimising further damage. This is achieved through a combination of zones and overlays in the Ballarat Planning Scheme, which provide protection and requirements on management.

Relevant controls include the application of:

- Rural Conservation Zone
- Erosion Management Overlay

- Salinity Management Overlay
- Environmental Significance Overlay
- Land Subject to Inundation Overlay
- Flooding Overlay
- Environmental Audit Overlay.

This role of minimising further degradation is important, but it does not improve the overall quality of the land over the long-term. The City of Ballarat will therefore continue to partner with, and in other ways support, a range of land managers in their efforts to undertake land rehabilitation works.

Towards 2040, issues of land management will continue to be major issues in the municipality. Given most affected land is privately owned, a partnership approach is required to affect real and meaningful change.

Implementation

Key Actions

Short – medium term

- Partner with State Government Agencies, private landowners and other stakeholders to support their efforts to rehabilitate degraded land
- Continue to enforce relevant planning controls to prevent degradation of vulnerable areas

Supporting Actions

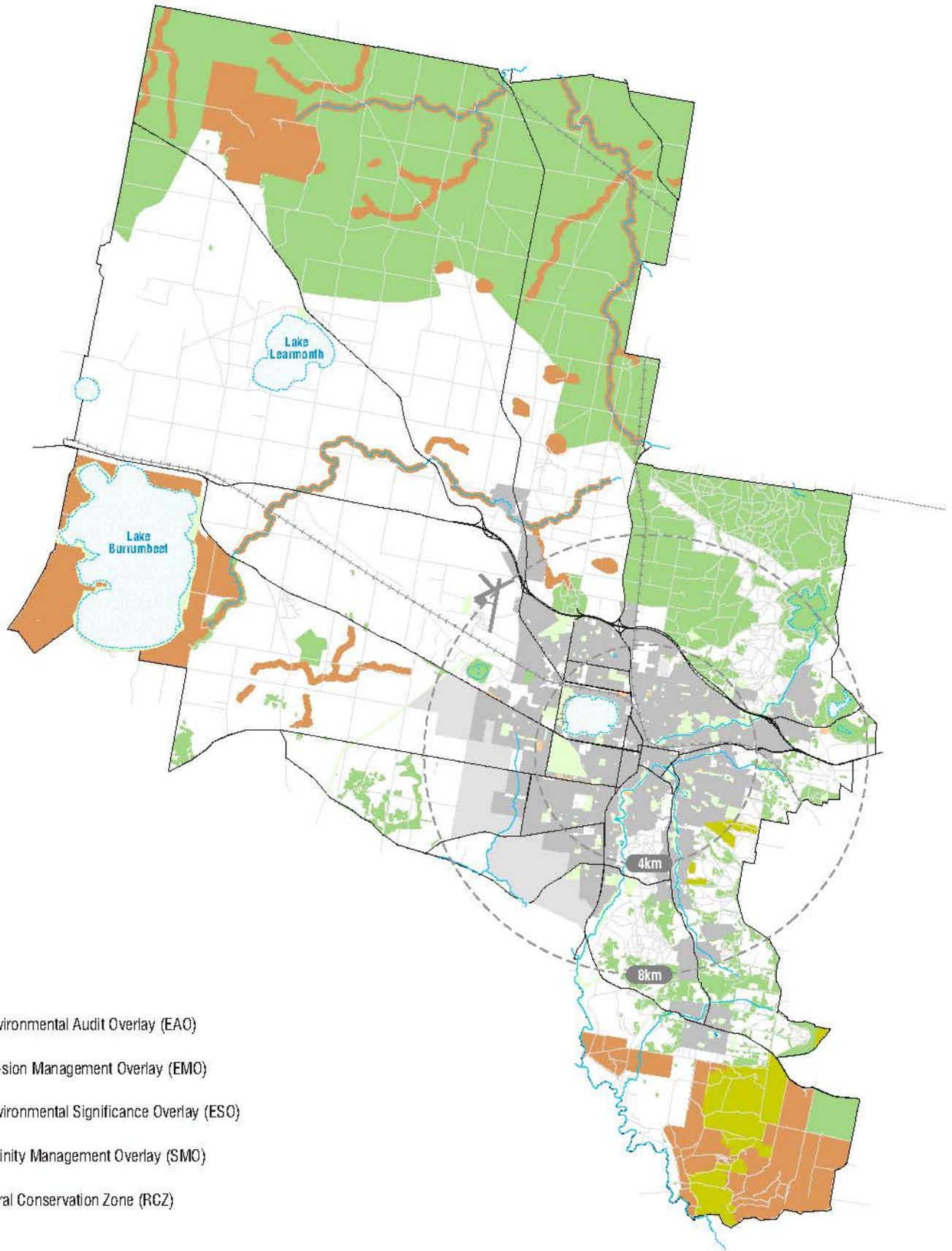
Ongoing

- Undertaken regular reviews of relevant planning controls to ensure they remain relevant, accurate and useful in the appropriate management of land and soil resources

Further Information

- Ballarat Rural Land Use Strategy (2010)

Figure 21 Land and Soil Management Controls



Map Key

-  Environmental Audit Overlay (EAO)
-  Erosion Management Overlay (EMO)
-  Environmental Significance Overlay (ESO)
-  Salinity Management Overlay (SMO)
-  Rural Conservation Zone (RCZ)



0 2km 4km 6km 8km

Maps are conceptual only, some overlays may not be visible where they overlap with other layers



Agriculture

The region surrounding Ballarat includes some of Victoria's richest agricultural areas. Farming activities have some of the highest value of production per hectare in the State.³⁷ Attributes of slope, geology, soils, surface conditions and drainage as well as climate and proximity to markets make it a great place to farm. However, population growth, restructuring of the agricultural sector, and climate change are key challenges that need to be considered.

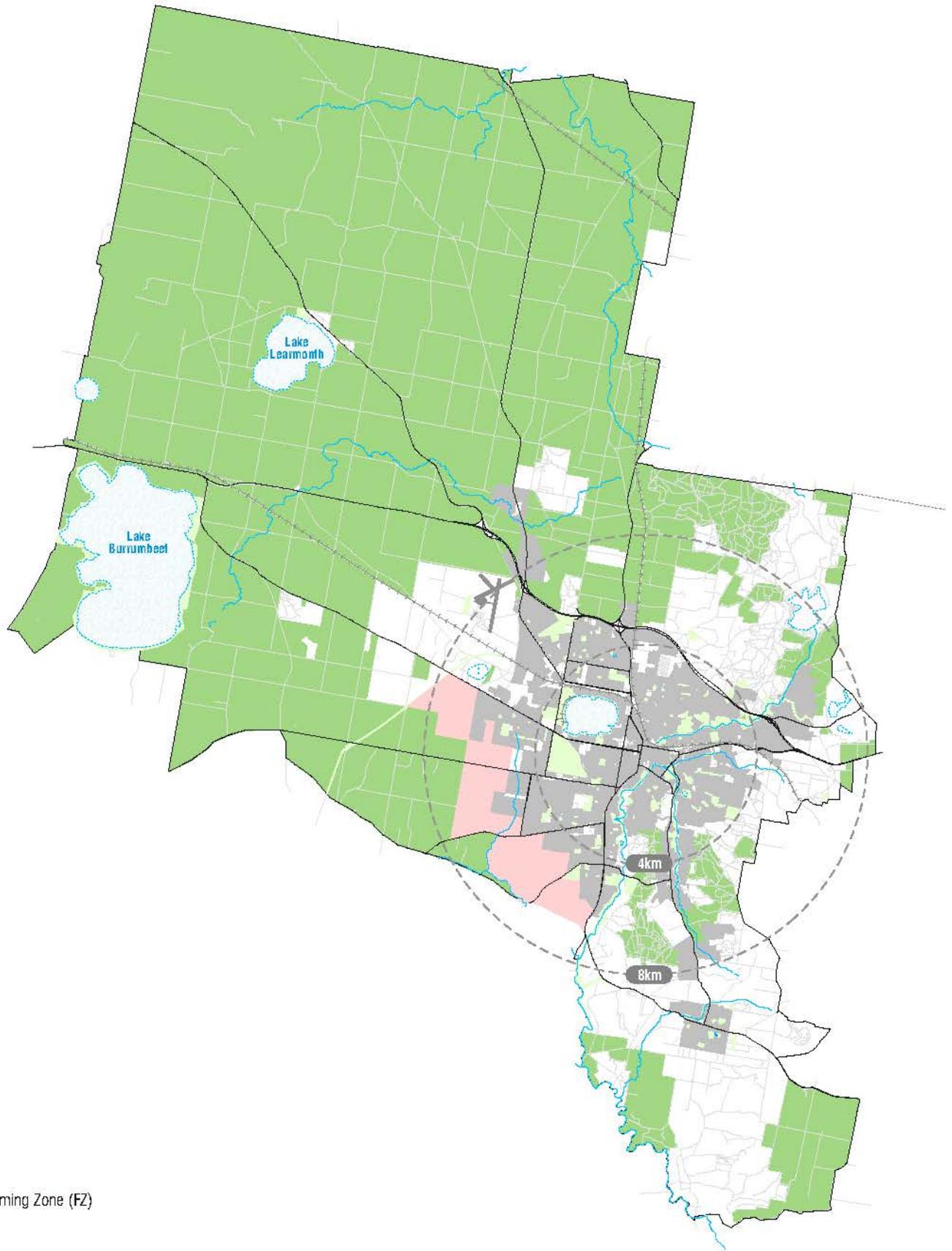
The agricultural land in the City of Ballarat is also an important component of the City's rural identity and productive agricultural land is a finite resource that is valued, supported and needs to be protected. There is significant risk to Ballarat's natural resources and farming activities by ad hoc land use change that can compromise viability and growth of agriculture and threaten the health and functioning of natural resources.

Over the long-term, there must continue to be ongoing recognition of valuable and productive lands within the City of Ballarat that significantly contribute to the resilience of food production. Furthermore, there are opportunities for value adding in the food and fibre sector. There is a transition to higher value added in our agricultural products and Ballarat is well placed to take advantage. The current industry focus is on improved productivity and innovation. This sometimes conflicts with the broader public view regarding employment within the manufacturing sector. Unfortunately jobs losses and slow employment growth within the manufacturing sector has meant its contribution to the local economy has changed. Manufacturing will remain a significant part of a diverse Ballarat economy which is more resilient to global competition. This needs to be supported with the ongoing focus by the City on productivity and innovation.

[Note: This section deals only with Agricultural land for agricultural production and food security. Issues related to townships and lifestyle housing in rural areas is discussed in **Section 3 – Housing Ballarat**].

³⁷ Help Shape Our Water Future: Ballarat Region, 2014

Figure 22 Farming Zone



Map Key

 Farming Zone (FZ)



0 2km 4km 6km 8km

Ensure Ongoing Management of Agricultural Land for Agriculture and Food Security



Initiative 5.19 – Continue to manage the use of agricultural land to support agriculture and food security

The rural areas are integral to Ballarat’s rural identity and highly valued for their contributions to the economy, culture, liveability and amenity.

There is a fundamental need for ongoing support for policy which enables farming enterprises to continue to operate with limited restriction from sensitive neighbouring land uses, and the ability to acquire additional land to expand the farm business. The Ballarat Rural Land Use Strategy (2010) provides this policy guidance. It was developed over a number of years, with significant stakeholder and industry engagement, and included a thorough review of areas suitable for rural living, core farming, and areas where more diverse rural activity can occur. Some individual landowners may not agree with some of its restrictions, but it was adopted by Council as it provides important protection of agricultural land, natural features and significant landscapes.

Farming Zone (FZ) has been applied to most of the rural areas of the City and the main purpose of the FZ is to support farming activity. While within this planning framework there is the potential to subdivide land and to erect dwellings; the purpose of the zone states dwellings should not adversely affect the use of the land for agriculture. In most cases the use of land for a dwelling will require a permit and it should have a clear relationship to the use of that land for farming activity.

Council acknowledges subdivision and dwellings in farming areas can potentially restrict the ability to use that land for farming activities and can impact on the ability of neighbouring farms to carry out agricultural production activities. Council has therefore adopted a clear position to manage subdivision and dwellings in the Farming Zone to support ongoing and long term farming in its rural areas.

Rural Subdivision

It is acknowledged subdivision alone does not necessarily pose a threat to farming, as it can provide the opportunity for consolidation of a farm property and/or divestment of farming assets from one farm enterprise to another. Subdivision can provide farmers with a degree of flexibility in terms of their agricultural operations and their long term planning. City of Ballarat supports subdivision of land within the Farming Zone where it is clearly based on improving a productive farming outcome. In some instances subdivision of land is proposed to adjust existing title boundaries (boundary realignment) or to remove an existing dwelling from the property (a house lot ‘excision’). While house lot excisions can provide the opportunity to consolidate farms and remove unwanted dwellings from the farm property, they also pose a ‘right to farm’ risk to farming operations by introducing a small residential lot into a farming area. Council will continue to consider small lot subdivisions on a case by case basis, but will only support them if they are subject to a Section 173 Agreement under the Planning and Environment Act 1987 prohibiting a house and further subdivision on any lot which has been subdivided.

Rural Dwellings

Development of land for housing has the potential to permanently remove the land from agricultural activity, particularly when the residential use does not relate to a farming enterprise. Council recognises there is demand for rural living housing in the municipality and land has been appropriately planned for and allocated through application of the Rural Living Zone.

The City of Ballarat does not support use of land in farming areas for rural residential use as this has the potential to permanently remove that land from agricultural use and can impact on the 'right to farm' existing rural properties. This is often due to differing amenity expectations that residential properties have to farming properties.

This can include complaints regarding pesticide spraying and late night harvesting or domestic dogs attacking livestock and the spread of pest species from residential properties to farms. Accordingly, Council will only support the construction of a dwelling in the FZ where it can be demonstrated the dwelling is reasonably required to support and enhance agricultural activity.

As rural land is a finite resource, it is imperative for Ballarat over the long-term that land use decision-making does not impact on the ongoing viability of agricultural production. The current controls of the Ballarat Rural Land Use Strategy will continue to be applied over the short-medium term. Over the medium – long term (5-10 years), a review of the Strategy will be required to ensure it continues to uphold its core values and is responsive to changes in the agricultural sector and community expectations.



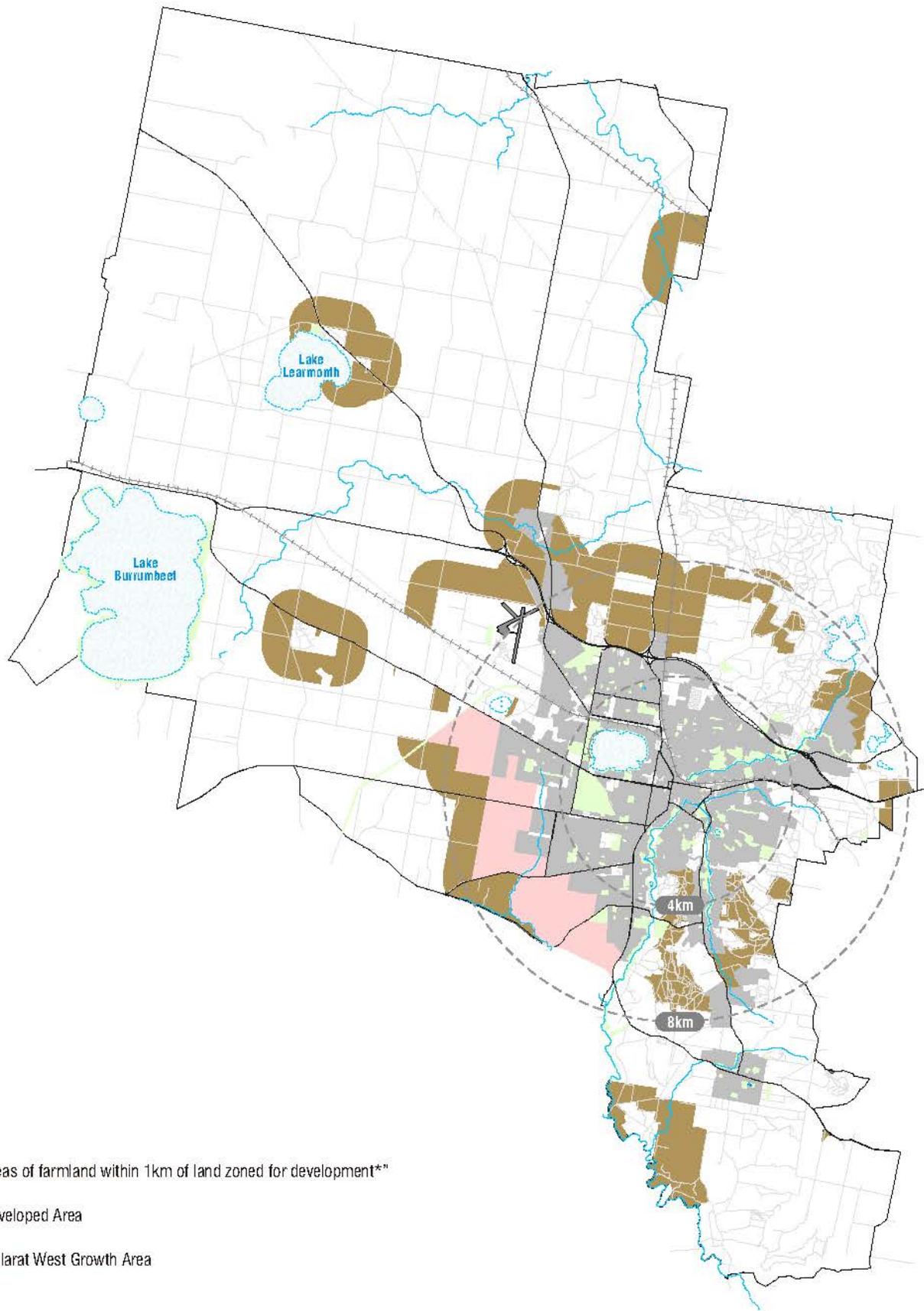
Initiative 5.20 – Engage with rural councils to identify opportunities for better managing rural interface areas

The urban / rural interface is a key challenge for land use planning. It is a difficult and perpetual issue that where urban uses finish and rural uses start, there is conflict. As outlined in **Initiative 5.19**, stray dogs, rubbish, complaints regarding chemical use, noise and amenity are just some of the issues which make it difficult for farmers in these areas to continue to farm the land. Council is frequently contacted by individuals in this situation, who consider the farmland compromised and conversion of their own land to urban uses the only option. Although potentially improving their individual circumstances over the short-term, the long-term impact on agriculture and food security is Ballarat gradually chips away at its agricultural base.

There is a need to better protect farmers in rural interface areas from the impacts of nearby urban encroachment, so land that should remain a part of the agricultural farming estate can do so over the long-term.

Through its membership of Rural Council's Victoria, City of Ballarat will engage with other rural municipalities across the State to identify mechanisms to better protect farmers in these circumstances. Additionally the International Scientific Committee on Cultural Landscapes (ICOMOS-IFLA) has launched an initiative on 'World Rural Landscapes' to promote worldwide cooperation for the management of rural landscapes. The City of Ballarat will tap into this initiative to build in world's best practice in this key area. New and innovative planning controls will then be considered to better manage these areas.

Figure 23 Rural Interface Areas



Map Key

- Areas of farmland within 1km of land zoned for development**
- Developed Area
- Ballarat West Growth Area



0 2km 4km 6km 8km

* Land zoned C1Z, C2Z, GRZ1, IN1Z, IN3Z, MUZ, NRZ1, NRZ2, RGZ1, RLZ, TZ, UGZ1 or UGZ2

Implementation

Key Actions

Short – medium term

- Continue to apply the Ballarat Rural Land Use Strategy (2010) to the management of agricultural land

Supporting Actions

Ongoing

- Review rural land use policy to ensure it continues to appropriately manage agricultural land in alignment with future values and aspirations for the agricultural sector
- Engage with Rural Councils Victoria and other key stakeholders to identify statewide opportunities for better managing rural interface area

Further Information

- Ballarat Rural Land Use Strategy, 2010
- Rural Councils Victoria <http://www.ruralcouncilsvictoria.org.au/>
- World Rural Landscapes – a worldwide initiative for global conservation and management <http://www.worldrurallandscapes.org/>

Sustainable Energy



The conservation of energy has positive impacts on the environment, the community and the economy.³⁸ Measures that save energy will decrease greenhouse gas emissions, air pollution, light pollution and noise pollution. In the long term, reduced emissions will contribute to fewer greenhouse gas emissions.

Towards 2040, the key energy efficiency issues to manage include:

- Management of greenhouse gas emissions
- Reduction of energy usage
- Energy efficient building design
- Adaptively reuse existing building stock to cut down the energy and water used for new builds and the construction waste and pollution associated with demolition
- Alternative energy and fuel generation and uptake
- Reducing transport impacts and increasing public transport utilisation (refer Initiative 4.x)
- Educating and assisting the community to adopt energy conservation practices.

Over the coming decades it is expected energy costs will continue to rise. It is important we find ways to improve our energy efficiency across the municipality, including through renewable energy and low carbon technology solutions. Land use planning has a big part to play as it is the way in which the city develops that can have a big impact on its future energy demands.

The City of Ballarat must continue to play a leadership role in energy conservation and emissions reduction.

³⁸ Environment Sustainability Strategy 2012 - 2014

Improve the Sustainability of Energy



Initiative 5.21 – Support regulation reform to improve energy efficiency of housing

The energy efficiency of housing is regulated by three levels of government. In Victoria, all new houses built must comply with a 6 star rating for building fabric, incorporate water-saving measures and have either a rain water tank or a solar hot water system. The average house in Victoria built prior to 1991 has an energy rating of less than 2.2 stars.³⁹

There is scope for the Victorian regulations to be broadened not only to address energy efficiency and some water issues, but other sustainable design elements (for example, passive solar design). There is an ongoing need for state government leadership and consistency between local government approaches. Collaboration of stakeholders is essential to the success of future reforms.

Additionally it should be recognised that existing building stock's energy efficiency can be improved. Many heritage buildings were built when there was no artificial heating and cooling. A number of older buildings, particularly those of masonry, were built to keep cool in summer and warm in winter. Others, however, need some help. There are many things that can be done – putting up heavy drapes, making sure double-hung windows are working as intended and fixing old rain water tanks. Passive solutions, such as these, also need to be recognised by governments as approaches to energy efficiency for existing building stock.

By 2040, Ballarat could be a best practice example of an energy efficient centre. This would be made significantly more achievable if there is ongoing collaboration between all levels of government to make this a reality.

Initiative 5.22 – Trend per capita energy use downwards each year and progressively source energy from renewable sources

Improving energy efficiency is already an important consideration for Council's operations. It is good for the environment, and an important way to keep ongoing costs to a minimum. Council maintains a time-series database of our electricity, gas, water and fuel consumption which is used to plan and prioritise investment in initiatives to reduce energy consumption and corporate greenhouse gas emissions and to reduce costs, and to monitor the outcomes of completed efficiency programs. The planning for energy and water efficiency at Council's major projects are also investigated and incorporated where possible during the building phase. Recent inclusions have been double glazed windows, LED lighting with time switches and daylight sensors. Towards 2040, such measures won't even be noticed as they will be mainstream. There will be no reason to pay more for energy use than we have to. Council has been incrementally replacing public lighting with more energy efficient alternatives.



Over coming decades it is expected on-site renewable energy generation will become increasingly mainstream. Council already generates some power from methane extraction at the Ballarat Regional Landfill site at Smythesdale. As new technologies and opportunities arise, City of Ballarat will be proactive in embracing it.

³⁹ Environment Sustainability Strategy 2012 - 2014

Initiative 5.23 – Strive to be the renewal energy usage capital of Victoria

The wider Ballarat region (Central Highlands) is already a significant producer of renewable energy. Installations of wind, solar and bioenergy plants are both standalone for power generation and integrated into private businesses. Over the medium – long term, it is logical for Ballarat to increasingly access locally generated renewable energy, and in doing so become the renewal energy usage capital of Victoria.

In some respects it is already happening. Renewable energy is being generated in the following installations:

- Waubra Wind Farm (wind energy)
- Ballarat Airport Solar Park (solar energy)
- Ballarat Regional Landfill (Smythesdale) (bioenergy from landfill gas)
- Berrybank Piggery (bioenergy)
- McCains (bioenergy)
- MARS (solar energy)
- Mt Mercer Wind Farm (wind energy)
- BWEZ – tri-generation plan (proposed).



The planning system and building and development controls must proactively support this type of development. If undertaken in a sympathetic way which respects local values and landscape features, it is the future for energy security and affordability for Ballarat residents and businesses. There is ever increasing corporate interest in using locally and sustainably produced energy.

Council will continue to work in partnership with the State Government and key public and private sector stakeholders to encourage renewable energy generation and usage.

Implementation

Key Actions

Short – medium term

- Collaborate with all levels of government and other key stakeholders to support the improved regulation of energy efficiency in housing in Victoria
- Utilise renewable energy where possible, either directly through installation of solar power, bioenergy or co/tri-gen systems in Council facilities, and/or through purchasing green power Pursue opportunities for Ballarat to develop on its advanced manufacturing and technology strengths to become the renewable energy capital of Victoria

Supporting Actions

Ongoing

- Continue to embrace opportunities to reduce the per capita energy consumption of Council operations
- Collaborate with all levels of government and other key stakeholders to support increasing use of renewable in energy by business, government and the community
- Support community awareness and engagement programs that incorporate principles of energy efficiency and sustainable living
- Undertake participatory processes to ensure renewable energy solutions are supported by local communities and can attract investment

Further Information

- Environment Sustainability Action Plan 2015
- Preserving Ballarat's Heritage Strategy discussion paper
- Energy Efficient Public Lighting Policy 2014

Waste and Contamination

Australia is one of the highest producers of waste per head of population in the world. The average Ballarat household produces 700 kilograms of waste per year, of which on average 32% is recycled.⁴⁰ What is not recycled, including green waste, usually goes to landfill.

Unless there is a change in trend growth, as the city grows, the amount of waste produced and sent to landfill is expected to increase at a faster rate than the rate of population growth. Larger populations tend to consume more and place increasing pressure on waste disposal arrangements. The cost of waste management is significant in Ballarat, and a large proportion of rates are spent every year on the collection and disposal of household, commercial and industrial waste. The more productive use of waste therefore has significant cost benefits for the city, enabling more funds to be spent on other services, as well as being important for wider sustainability of the city.

The contribution of waste to greenhouse gas emissions is a particularly important issue. In 2013-14, almost 75% of all greenhouse gas emissions from City of Ballarat operations were from landfill. A step-change reduction in these emissions would have significant overall benefits to Ballarat and its support for reduced greenhouse gas emissions (refer **Initiative 5.30**).

As Ballarat looks to a more productive use of managing its waste towards 2040 and beyond, it is imperative the city provides leadership to generate less waste, increase the amount of materials for recycling and reprocessing, and reduce damage to our environment caused by waste.

Waste management is a key priority for the City and we want to lead the way in developing best practice approaches that can be shared with other councils and communities. We want to empower our community to take action now to ensure our waste management capabilities are both more efficient and more sustainable, as well as explore how we can get more economic value from waste as a resource stream.

As one of 16 worldwide IBM Smarter Cities Challenge grant recipients in 2014, and one of only two Australian cities to be awarded the grant in 2014, the City of Ballarat had access to five of IBM's top experts, who spent three weeks living here, and immersed in the City to analyse and advise on its waste management strategy. Ballarat has already invested significantly in waste management and there is depth of knowledge, expertise and systems in place. By bringing the best minds in Ballarat together with IBM's experts, better ways to manage local waste resources, reduce reliance on landfill, and support economic growth can be uncovered. The recommendations of the IBM delegation focus on the following key areas:

- Use of technology to drive waste insights
- Sort waste to recover maximum value
- Optimise transport and logistics to reduce cost
- Phase waste to energy implementation to establish value and divert waste from landfill
- Engage the community to support the change.

⁴⁰ Environment Sustainability Strategy 2012 - 2014

Reduce Waste taken to Landfill and Associated Community Impacts



Initiative 5.24 – Work with the community to reduce waste sent to landfill by 65%

City of Ballarat's current kerbside collection services include weekly garbage, fortnightly recyclables (fully co-mingled - glass, steel cans, paper and plastic) and an on call optional green waste (fee for service) collection. Additional services are available for a fee at the transfer station. The optional curbside household green waste collection service offered by a private company has not been well used by residents.

Ballarat's waste is currently taken to the Ballarat Regional Landfill at Smythesdale. It is estimated the site is approximately 40% full, and has a project life out towards 2040.⁴¹ Over the life of this Strategy, it will continue to be the key waste destination. However, landfills available for general waste disposal have a finite capacity, and with tightening regulations by the Environmental Protection Authority, the City of Ballarat will not easily be able to construct comparable landfills in the region in the future.

Although the site has capacity for expansion, its management is extremely expensive and a burden on the local environment. It is important over the long-term to significantly reduce the waste disposed of in landfill. Countries which pass the real cost of waste management back onto those who generate it, combined with a comprehensive cultural shift to waste management, have led a cultural change towards more sustainable waste generation.

Over the long-term, it is likely similar cost attribution will need to be applied in Victoria. The cost of disposal of waste in Ballarat will likely increase not decrease over time. Over the short-term, until price signals make a more significant impact, education will be the key focus for waste reduction. Better understanding of the impact of waste and alternatives and options for its disposal could contribute to a more waste aware community.

Council will proactively engage with the community to reduce year-on-year the per capita waste sent to landfill, to achieve a 65% reduction in waste sent to landfill by 2040.



⁴¹ Ballarat Civil Infrastructure Assessment, 2014

Initiative 5.25 – Take practical steps to reduce greenwaste heading to land-fill

In 2008, almost half of all waste sent to the landfill from Ballarat was organic waste. Much of it is waste that could have been composted at home, and never sent to landfill in the first place.

The Grampians Central West Waste and Resource Recovery Group, of which City of Ballarat is a member, have been exploring options to remove greenwaste from the landfill through a suitable collection and processing facility. Council are currently in the process of mapping the business model for the processing of organic wastes. Once this is complete, a comprehensive waste management service, including green-waste, is expected to be introduced to the City of Ballarat residents.



However, over the long-term a more holistic shift in thinking is required with regard to organic waste disposal. In Ballarat in 2040, only waste that needs to be managed in a landfill will actually be sent there. The relatively low cost of landfill for household waste and the absence of a mature recycled organics market are key challenges that need to be resolved over coming years.

Implementation

Key Actions

Ongoing

- Continue to educate the Ballarat community on the significant environmental and economic costs of waste taken to landfill, to support a trend reduction in per-capita waste generation and 65% reduction in waste volume by 2040

Supporting Actions

- Support initiatives to reduce the amount of greenwaste sent to landfill, to be identified in the Waste Management Strategy 2013

Further Information

- Environment Sustainability Strategy 2012 – 2014
- Waste Management Strategy 2013
- Preserving Ballarat's Heritage Strategy 2010

Proactively Reduce Noise Impact and Air Emissions



Initiative 5.26 – Continue to improve landfill management to eliminate offensive odour impacts on neighbouring properties

Odour released from the Ballarat Regional Landfill at Smythesdale can cause issues for surrounding properties. As this facility is of regional significance, and is considered to be a long-term asset for the community, opportunities to better manage odour and other emissions from the site will continue to be pursued.

Initiative 5.27 – Proactively plan to improve air quality into the future

In Ballarat, there is usually excellent air quality. Our rural landscape setting and isolation from surrounding cities buffers us from metropolitan pollutants. However, as the city grows, emissions from car exhausts are expected to increasingly become an issue. As the climate changes, greater extremes are likely to increase the impact of pollutants from wood heaters in urban areas and from bushfires across Western Victoria. All three key air pollution sources are likely to increase in severity with over the next 25 years.

There are a number of things we can do to plan ahead to make sure Ballarat's air quality is something of which we can be proud. In times where growth around the world is impacting greatly on people's quality of life and air pollution is a great global challenge, we can work to ensure our air quality is considered as part of our core values into the future – we love our big blue skies and being able to see the stars at night! Sustainable transport, clean energy and green industries are things that we should work towards. A number of the areas in this strategy address these issues and we should ensure that we strengthen our planning, policies and strategies to achieve this critical goal.

Initiative 5.28 – Understand the importance of Ballarat’s distinctive soundscapes and plan change so as to better manage the impact of noise

As the population grows, noise pollution will also be a growing issue. The EPA has regulations ensuring noise, such as commercial and industrial noise, meets certain thresholds. However Ballarat also has a particular soundscape: being transported back to the early gold rush at Sovereign Hill, sitting and contemplating the world go by in the forest, hearing the mass of birdlife and children playing at Lake Wendouree. There is the potential for these and other valued experiences to be negatively impacted upon if we don’t understand their vulnerability and manage their values in addition to current regulatory frameworks for noise pollution.

This is something that we don’t normally consider in our planning for change. As part of the historic urban landscape initiative we will work with the community and businesses to understand the contributing factors that make up valued experience of places.

Implementation

Key Actions

- Recognise in decision-making the importance of noise and air emissions on quality of life and amenity of residents and visitors

Supporting Actions

Ongoing

- Identify Ballarat’s valued soundscapes and recognise these in our planning for future growth and change
- Monitor general noise and air quality as key health and amenity measures of the city

Further Information

- Ballarat Historic Urban Landscape www.hulballarat.org.au

An aerial photograph of a residential area. In the foreground, there is a large, circular green sports field with a track. To the left, a river flows. The middle ground shows a cluster of houses with white roofs and some trees. In the background, there are large, open fields, some of which appear to be agricultural. A green banner is at the top left, and a dark grey banner is at the bottom right.

Climate Change Impacts

Climate change is likely to impact on the Ballarat community over the coming decades. As the climate changes there is expected to be changes in the intensity and frequency of extreme weather events, changes to the water cycle affecting agriculture and other key industries, and concerns about the ongoing threat of natural disasters such as bushfires and floods. In terms of a growing population, the impact of such changes can have increasingly significant impacts.

In social and community terms, the elderly, people suffering from chronic health conditions and people on lower incomes or socially disadvantaged are likely to be more vulnerable to some climate risks. They also may be less aware and prepared for an extreme weather event like a flood or heatwave.⁴² This is why we need to plan now for climate change impacts, to create opportunities, so that we can improve the health and wellbeing of existing disadvantaged communities. Climate change is a challenge with environmental, social, cultural and economic impacts.

⁴² Productivity Commission, 2012, *Barriers to Effective Climate Change Adaptation*, Draft Report, Commonwealth of Australia, Canberra, p 17

City of Ballarat's response to the challenge of climate change is embedded throughout all sections of this Ballarat Strategy. The approach is fundamentally about reducing our contribution to greenhouse gas emissions and adapting to a changing climate. But it is far more complex than that. All components of Council business will need to play an important role. We understand weather extremes pose great risks but generally a changing climate is expected to open up significant opportunities. Planning policies in Ballarat are designed to encourage resilience to negative impacts, whilst embracing the change as an opportunity for new industries, ways of doing business and a trigger for innovation. We will continue to investigate new ways of improving responses to climate change, including through forming partnerships with surrounding shires.

Opportunities to reduce greenhouse emissions are therefore not dealt with as a standalone initiative. Rather they are embedded through sections such as transport, housing, urban design and energy efficiency. As an example, providing opportunities to walk, cycle or catch public transport will have enormous benefits for Ballarat, including in terms of per-capita greenhouse gas emissions. As plants and animal habitat ranges change, properly managed ecological values should assist vulnerable species to adapt to new habitats. Addressing climate change is important to Ballarat, and a fundamental part of the Ballarat Strategy.

The following table outlines the risks of climate change for Victoria, as identified in the State Government's Climate Change Adaptation Plan (2014). Each of these risks has been considered in the development of this Ballarat Strategy. Each risk is cross-referenced to the particular section of the Strategy to which it relates:

Essential Infrastructure and Built Environment

State Government have Identified the following Risks for Victoria⁴⁴

Ballarat Strategy Reference

Transport

The increased incidence of heatwaves, more frequent extreme weather events, and possible sea level rise may lead to increased risks to Victoria's transport infrastructure.

Rail and Public Transport

- Increased risk of track buckling (for rail and tram), disruptions to services, vehicle overheating, reduced passenger comfort, reduced brake and steering capacity and increased maintenance, repair and asset replacement needs.
- Increased incidence of bushfires may increase the risk of damage to rail assets e.g. track, sleepers, trains, culverts and signalling, electricity and communications assets.

Initiatives 4.3, 4.9, 4.11, 4.13, 4.15, 5.29, 5.30, 5.31

Roads

- More frequent extreme weather events may increase the risk of disruptions to traffic, increase maintenance and repair costs and replacement of pavements and structures (bridges and culverts).

Initiatives 2.1, 3.2, 4.1, 4.5, 4.6, 4.7, 4.8, 4.15, 5.10, 5.31

Ports

- Increased risk of damage or inundation of port infrastructure, siltation of shipping channels and delays in operations.
- Increased risk of damage to port infrastructure, especially pavements which soften around ports, resulting in disruptions to operations and access.

Energy

Electricity Transmission and Distribution Systems

- Climate risks such as increased temperatures, extreme heat and more frequent and intense bushfires may damage electricity transmission and distribution infrastructure, increase costs, including maintenance, repair and replacement costs and pose risks to public safety. Interruptions to transmission and distribution systems have flow-on impacts on other elements of the energy industry.
- Bushfire risks associated with powerlines generate public liability issues for businesses, in addition to public safety impacts and asset loss and damage to the community.
- Increased temperatures may lead to declining efficiency of the electricity generation and transmission system, with potential implications for supply security and reliability.

Initiatives 1.16, 2.2, 2.6, 2.7, 5.8, 5.21, 5.22, 5.23, 5.29, 5.30, 5.31

Electricity Generation Plant

- Reduced water availability may have an impact on Victoria’s brown coal generation plant, which is critically dependant on secure water supplies.
- Flooding may have an impact on, or potentially disrupt, open cut mining operations

Initiatives 5.8, 5.7, 5.13, 5.14, 5.15, 5.16, 5.17, 5.18, 5.23, 5.29, 5.30, 5.31

Water

Possible Reductions in Water Availability and Water Quality

- Climate risks include reduced water availability for irrigation, urban and industrial use, and for environmental flows due to reductions in average rainfall and streamflow and increased incidence and extent of drought. Reduced water availability can impact negatively on urban liveability outcomes through, for example, impacts on sporting and recreational grounds, parks and gardens and street trees.
- Climate risk may also lead to reduced, or more variable, water quality in catchments and environmental waterways, including incidences of blue green algal blooms, water-borne diseases and ash contamination from more frequent extreme events such as bushfires, floods and droughts. This can have implications for domestic, agricultural and industrial uses as well as for natural systems.

Initiatives 5.8, 5.7, 5.29, 5.30, 5.31, 5.16, 5.19, 5.20

Impacts on Sewerage and Drainage Systems

- Inundation due to sea level rise and storm surge also poses a risk to urban drainage and sewerage systems.
- Infrastructure, increases in rainfall density and flash flooding could result in stormwater, drainage and sewer infrastructure systems being unable to cope leading to damage costs, and increased risk of environmental spills. For example, during the 2007 floods some sections of the lakes Entrance township experienced raw sewerage ‘backflow’ through the sewer pipe network.
- Untreated sewerage entering floodwaters poses health and environmental risks to the community

Initiatives 1.16, 1.17, 2.2, 5.8, 5.16, 5.17 5.29, 5.30, 5.31

Infrastructure Management and Planning

- Climate risks may involve damage to infrastructure (e.g. as a result of floods) and reduced return on investments due to reduced rainfall and changes in the distribution of rainfall and stream-flow

Initiatives 1.16, 1.17, 1.18, 2.2, 5.8, 5.13, 5.14, 5.15, 5.16, 5.17 5.29, 5.30, 5.31

Community Buildings and Built Assets

Educational Facilities

Initiatives 1.3, 1.16, 2.2, 2.3, 2.8, 3.8, 4.6, 4.8, 5.1, 5.8, 5.16, 5.29, 5.30, 5.31

- Extreme bushfire or flood incidents may result in loss and damage to infrastructure and have significant implications for the delivery of education services. In it also imposes a cost on the community of infrastructure repair and replacement.
- Damage to infrastructure may also result in adverse health and well-being impacts due to the disruption of education services.
- If the improved building design principles are unable to be satisfied, the sector will limit its resilience to changing conditions.

Built or Cultural Assets

Initiatives 1.6, 4.8, 4.10, 5.2, 5.4, 5.5, 5.16, 5.29, 5.30, 5.31

- Damaged built or cultural assets (such as visitor facilities including camping grounds, roads, bridges) could lead to increased replacement and maintenance costs and impact on access and use.

Land Use Planning and the Built Environment

Planning

State-wide planning policies are central to providing appropriate, up to date guidance on climate risks, to support decisions on public and private investment and planning for future growth. Climate risks relevant to planning for future growth include:

Initiatives 2.1, 3.1 – 3.13, 4.1, 4.3, 4.5, 4.6, 4.8, 4.9, 4.10, 5.2, 5.10, 5.15, 5.16, 5.16, 5.29, 5.30, 5.31

- The impacts of extreme weather events and changes in rainfall and temperatures, particularly on public safety, water supply and stormwater management, infrastructure and open space.
- Increased bushfire risk and pressures for rural residential uses.
- Rising sea levels and coastal impacts.
- Increased risk of flooding.

Built Environment

Initiatives 2.6, 5.8, 5.16, 5.29, 5.30, 5.31

Climate change is likely to have wide-ranging and significant impacts on residential and commercial buildings including plumbing infrastructure in Victoria.

Climate risks relevant to building requirements in the future for new and existing buildings include:

- Increased bushfire risk, particularly in the eastern region of Victoria.
- Inundation due to sea level rise and storm surge which threatens all buildings on low-lying or erodible coasts.
- The predicted increase in storm activity (including extreme rainfall, wind and lightning events). Buildings close to the coast are considered to be particularly at risk when storm surges are combined with sea level rise.
- Degradation of materials, structures and foundations of buildings and facilities may accelerate, mainly due to:
 - increased ground movement, changes in groundwater affecting the chemical structure of foundations and fatigue of structures from extreme storm events.
 - increased temperature and solar radiation causing increased expansion and materials degradation of concrete joints, steel, asphalt, protective cladding, coatings, sealants, timber and masonry.
 - increases in humidity in the coastal zone affecting the rate of corrosion and material degradation of buildings in these zones.
- There may be a need to review the reliance on historical climate data (e.g. rainfall patterns and intensity) used for Regulatory Impact Statements for proposed regulatory changes in the National Construction Code to ensure this data is keeping pace with current and projected trends.

Economy

State Government have Identified the following Risks for Victoria⁴⁴

Ballarat Strategy
Reference

Business and Industry

Risks to Business are Highly Variable:

- The potential vulnerability of businesses varies considerably and is influenced by factors including location and the nature of the goods and services produced. A case-by-case approach needs to be taken by businesses in identifying, assessing and managing risks.

Initiatives 1.1, 1.4, 1.5,
1.25, 4.4, 4.10, 4.14,
5.2, 5.22, 5.23, 5.24,
5.29, 5.30, 5.31

Extreme Events Impact on Businesses:

- Extreme events can have direct and immediate implications for businesses, including damage and destruction to assets and disruption to the value chain.
- In cases where operations or access to staff and customers are interrupted, it may impact business cash flow and profit and additional costs in relation to insurance.
- Even when not directly impacted by extreme events, businesses can be affected by the flow-on effects of interruptions to markets, suppliers, utility services and other infrastructure.

Initiatives 1.16, 1.18,
2.2, 4.15, 4.16,
5.15, 5.16, 5.17
5.29, 5.30, 5.31

Possible Impacts of Incremental Changes in the Climate, with Particular Implications for Natural Resource-based Tourism:

- Reduced quality and duration of snow cover in Victoria's alpine areas may affect tourism businesses based on the ski industry.
- Sea-level rise and coastal erosion may cause loss or damage to business assets.
- The impacts of climate change on Victoria's natural assets, including coasts, may have impacts on some tourism related businesses

Initiatives 5.7,
5.8, 5.9, 5.12
5.29, 5.30, 5.31

Agriculture, Fisheries and Forestry

Agriculture

The following changes may be experienced due to increased temperature, reduced average rainfall and streamflow and elevated CO2 levels:

- In short-medium term elevated levels of atmospheric CO2 may promote faster growth.
- Some regions may experience declining productivity or changes in the distribution of where species can be grown viably.
- Increased extreme events may impact productivity and increase production costs as farmers implement protective measures.
- Increased production volatility in some sectors and regions may impact or reduce access to key overseas markets due to reduced supply.
- Increasing incidences of pest and disease may impact agriculture, forestry and fisheries, and affect Victorian primary producers' access to key overseas markets and reduce their competitive advantage.
- Increased biosecurity threats also place pressures on services delivered by Biosecurity Victoria.
- Drought may impact agriculture productivity and result in a reduction in agricultural output. Drought generally decreases farm incomes and can increase costs for primary producers. A direct decline in agricultural activity that arises from drought can have flow on effects to other businesses through reduced spending on goods and services, which in turn may lead to businesses changing work hours and reducing staff.
- Primary producers may also be affected by the flow-on impacts of climate extremes to energy supply systems and transport infrastructure.

Initiatives 1.23, 4.15,
4.16, 5.7, 5.9, 5.13,
5.15, 5.16, 5.17, 5.18,
5.19, 5.20, 5.23, 5.27,
5.29, 5.30, 5.31

State Government have Identified the following Risks for Victoria⁴⁴

Ballarat Strategy Reference

Fisheries

- Marine ecosystems and habitats are at risk from possible increased water temperatures, changes in ocean current and changed ocean chemistry. This, in turn, may have implications for the fisheries industry and recreational fishing. In particular, the forecast warming effect on Victorian coastal waters could impact upon some of Victoria's key commercial (cold-water) species, and marine fisheries may be affected by long-term shifts in ocean currents.
- Inland fisheries may be affected by extreme events impacting on the aquatic environment.

Initiatives 5.13, 5.14, 5.16, 5.17, 5.29, 5.30, 5.31

Forestry

- Both native forests and commercial plantations may be vulnerable to increased bushfire risk.
- The sector is also vulnerable to changes in temperature and rainfall, as well as increased incidence of pests and disease.

Initiatives 5.7, 5.9, 5.17, 5.29, 5.30, 5.31

Natural Environment

Biodiversity

Temperature and rainfall are key factors affecting the distribution of plants and animals. These have diverse implications with habitats expanding, contracting or changing in response to the changing climate.

Possible Increases in Temperatures and Changes in Rainfall Patterns may:

- Threaten species and ecosystems, especially those with unique habitat and limited capacity to migrate. This is demonstrated in Victoria's alpine areas where species are not readily able to migrate up the slope and adapt to the changes in temperature, frost period, snow cover and depth. Additional pressure may be placed on already endangered species in these areas such as the Baw Baw Frog, leadbeaters Possum and Mountain Pygmy-possum.
- Change the timing of seasonal events, such as arrival of birds and butterflies, flowering of plants, impacting on the viability of certain species.
- Exacerbate existing pressures facing habitat and populations that currently persist in fragmented landscapes and depleted condition.
- Expand existing risk presented by pests, invasive species and diseases or make Victoria vulnerable to further infestations. In addition, extreme weather events such as floods, droughts and fires are likely to result in increased weed coverage at the expense of native vegetation. Weeds alone cost the Victorian economy over \$900 million each year.

Initiatives 5.7, 5.8, 5.9, 5.16, 5.17, 5.29, 5.30, 5.31

Increased Frequency and Severity of Unplanned Fire Events and or Floods may:

- Result in changes to ecosystems, especially where they have not recovered from a similar event in the past. For example, frequent severe fires could shrink the abundance and distribution of wetter forests such as Mountain Ash, which in turn affects water production. They also present a threat to native species including those located in Victoria's heathland environments, such as Ground Parrots, Rufous and Eastern Bristlebirds and the Heath Mouse.

Initiatives 5.7, 5.8, 5.9, 5.16, 5.17, 5.29, 5.30, 5.31

Waterways

The greatest and most obvious impacts on waterways occur during droughts and floods. In addition, incremental impacts may arise from the projected reduced average rainfall, more days over 35°C, and fewer and heavier rainfall days. These changing seasonal conditions have implications for water flows as well as for water quality in waterways through increased incidence of blue green algal blooms and water-borne diseases.

Initiatives 5.8, 5.13 – 5.16, 5.29, 5.30, 5.31

Health and Human Services

Increased Demand for Health Services:

- In the short term, there are likely to be intense surges in health services demand arising from extreme events, such as bushfires and floods, and involving: injuries and fatalities, respiratory related illness, water-borne diseases and increased incidence of mental illness from trauma.
- There may be cumulative increases in health services demand arising from potential changes, for example possible increases vector-borne diseases such as Murray Valley Encephalitis and Ross River Virus.
- Possible increases in health risk factors are likely to disproportionately affect already vulnerable populations. There may be increased pressures on services for the aged, the chronically ill and those experiencing economic hardship or social disadvantage. For example, heatwaves worsen health issues amongst the elderly who have a higher risk of suffering heat stress and heat related morbidity.
- Extreme events may affect regional service delivery, both through damage to health and wellbeing infrastructure and through impacts on energy systems and transport, disrupting access to services or workplaces and interrupting business operations.

Initiatives 1.18, 1.22, 2.2 – 2.4, 2.7, 2.8, 3.3, 3.8, 3.12, 3.13, 4.4, 4.10, 4.11, 5.8, 5.16, 5.17, 5.23, 5.29, 5.30, 5.31

Damage and Loss of Infrastructure

- Increased risk of extreme weather events may cause loss or damage to government-funded infrastructure such as hospitals, healthcare facilities and public housing.
- The health, wellbeing and human services sector has significant assets across Victoria. 23 per cent of public health care facilities are within areas classified as ‘high’ to ‘extreme’ in the Victorian Fire Risk Register and 3 per cent of public health care facilities are in areas subject to 1:100 year inundation.

Initiatives 2.2 – 2.4, 2.7, 2.8, 3.3, 3.8, 3.12, 3.13, 5.29, 5.30, 5.31

Public Housing

- Extreme events may create risks for public housing dwellings. For example, public housing can sometimes be located in areas ‘high’ to ‘extreme’ in the Victorian Fire Risk Register and in areas subject to 1:100 year inundation.
- Storm activity could increase the cost of public housing maintenance.

Initiatives 2.2, 2.6, 2.7, 2.10, 3.3, 5.1, 5.29, 5.30, 5.31

Communities and Culture

Damage and Loss of Community Infrastructure

- Loss of physical infrastructure may decrease community connectedness, a critical factor that enables communities to adapt.

Initiatives 2.1 – 2.4, 2.8, 3.8, 3.13, 5.29, 5.30, 5.31

Loss of Social Capital

- Social capital is likely to be impacted by the damage and disruption caused by extreme events, and by longer term shifts in economic activity and environmental quality.
- State and local government and community organisations may face increasing pressure and demand for community support services as a result of challenges created by climate risks

Initiatives 1.16 – 1.18, 3.2, 3.8, 4.8, 4.10, 4.11, 5.29, 5.30, 5.31

Damage and Loss to Cultural Capital

- Indigenous and non-Indigenous cultural heritage sites and places may be increasingly disturbed and damaged due to fire events, floods, storm surges, sea-level rise and other extreme events.

Initiatives 3.11, 5.1 – 5.6, 5.16, 5.29, 5.30, 5.31

Disaster Resilience and Emergency Response

State Government have Identified the following Risks for Victoria⁴³

Ballarat Strategy
Reference

Emergency Management, Response and Recovery

Increased Demand on Emergency Services Agencies

- While government has acted to enhance emergency services coordination, extreme events may at times exceed capacity and in particular, create pressures on both government volunteer-based services such as the SES and CFA and non-government volunteer-based support services.

Initiatives 2.2, 2.3,
2.7, 3.8, 4.1, 4.7, 4.8,
4.11, 5.29, 5.30, 5.31

Increasing Community, Government and Whole of Economy Costs of Recovery

- Government at all levels is involved in the provision of short and longer term recovery support for individuals and communities. For example, provision of food, accommodation and financial assistance. The State Government has a key responsibility for managing public health risks and re-establishing the delivery of core services following an emergency.

Initiatives 2.1 – 2.4,
2.7, 3.3, 3.9, 5.29,
5.30, 5.31

Non-climatic Drivers that Exacerbate Risks from Extreme Events

- Key non-climatic drivers that may exacerbate risk for emergency management include: the existence of vulnerable communities due to rural disadvantage; and demographic changes resulting in more people living in new and challenging environments.

Initiatives 2.1 – 2.4,
2.7, 2.10, 3.3, 3.9,
5.29, 5.30, 5.31

Further Information

- Victorian Climate Change Adaptation Plan 2014
- Victorian Government's Report on Climate Change Science and Greenhouse Gas Emissions in Victoria, March 2012
- Victoria Climate Change Adaptation – Memorandum of Understanding with Local Government (Victorian Adaptation and Sustainability Partnership) 2014
- Central Highlands Regional Growth Plan 2014

⁴³ Victorian Climate Change Adaptation Plan 2014 (Appendix A)

Collaborate to Adapt to a Changing Climate



Initiative 5.29 – Collaborate with the State Government and other key partners to deal with climate change and uncertainty

Although certain the climate is changing, localised impacts are quite uncertain. For Ballarat, it is unclear how exactly a changing climate will influence the city. In the absence of greater clarity around localised climate change impacts, Ballarat Strategy takes a risk based approach, whilst promoting pro-active collaboration with all levels of government, private sector and communities in dealing with this significant challenge.

A very successful way to fulfil responsibilities in climate change is to form partnerships between State Government and Local Government. For example, the Victorian Adaptation and Sustainability Partnership (VAS Partnership) is an established and successful partnership which helps the State Government and councils work together on climate adaptation and environmental sustainability issues. It builds on the achievements of the former Victorian Local Sustainability Accord by raising the priority of climate change and sustainability within councils, supporting councils to work with their communities to become more sustainable and resilient to climate change, and prompting on-ground local action. City of Ballarat is a proud partner in this initiative and will continue to support its ongoing development as a shared approach to facing the climate change challenge.

Initiative 5.30 – Support initiatives to understand Ballarat’s vulnerability to disaster, build disaster resilience and better integrate emergency management

As outlined in the Victorian Climate Adaptation Plan (2012), resilient communities have a sustained ability to withstand and recover from adversity.⁴⁴ Individuals, households, businesses and communities, as well as government, have responsibilities to plan for and manage risks. It is important for both Governments and the community that communities themselves are supported to be more resilient to the inevitable challenges that will arise.

The State Government is giving greater focus to strengthening community resilience and capacity to manage the changing risk and hazard environment. It recognises that building community resilience requires collective action. Individuals must determine how to help themselves and each other in ways that best suit their circumstances. Governments can help greatly in bringing communities together. Local Government has an important role to play in this space.

In a climate-related extreme event or other disaster, all levels of government have important roles to play in emergency response and in post-recovery arrangements. For Local Government, this particularly relates to community leadership, community co-ordination, local relief, and restoring certain public services and assets that support community wellbeing. Social capital can also be impacted by the damage and disruption caused by extreme events, and by longer term shifts in economic activity and environmental quality. This may increase pressure and demand for community support services, creating challenges for community organisations as well as State and local government.



⁴⁴ Victorian Climate Change Adaptation Plan 2012

A new initiative being investigated recently is the Clean Cities concept. Clean Cities advances the country's economic, environmental, and energy security by supporting local actions to reduce petroleum consumption in transportation. City of Ballarat will investigate the opportunities in Australia to be involved in such a project.

At a practical level, disaster resilience also needs to consider minimising the impacts on community assets such as sporting grounds, meeting places and recreation facilities. These assets are often Council owned and managed, and are particularly important in times of crisis such as bushfire and flood as they are often used as a meeting place, temporary accommodation or shelter, and drop-off point for donations. In many instances, community assets are the central organising point for outreach services and distributing food and other donations. These considerations are a fundamental part of Council's risk based management approach.

Victoria's unique cultural heritage of Aboriginal heritage, historic sites, places, buildings and objects may also be increasingly disturbed and damaged due to climate-related risks such as bushfires, severe storm, floods and coastal erosion. In some cases this could involve the loss of unique features of significance which cannot be replaced, leading to loss of important cultural and social capital as well as economic losses. This is an important ongoing challenge that is recognised for the Ballarat municipality. Council will continue to engage with indigenous stakeholders and key agencies to best deal with important Aboriginal heritage, cultural sites and elements from the changing climate. Additionally Council will work to understand the vulnerability of the historic urban landscape in all its forms to climate change so as to put in place proactive strategies.

Implementation

Key Actions

Short – medium term

- Partner with all levels of government, the private sector and communities to collaboratively deal with the challenges of climate change adaptation
- Develop a Council Energy Action Plan to ensure ongoing Council initiatives to reduce reliance on fossil based fuel sources and increase energy efficiency
- Develop a public lighting plan to ensure efficient use of lighting across the city and improve the visual amenity and safety of our public.

Supporting Actions

Ongoing

- Continue to collaborate with all levels of government and local communities to support communities become more resilient to the inevitable challenges ahead from a changing climate
- Collaborate with Aboriginal stakeholders and key agencies to appropriately deal with climate change impacts on indigenous sites and cultural elements
- Work to understand the vulnerability of the historic urban landscape in all its forms to climate change so as to put in place proactive strategies

Further Information

- Victorian Climate Change Adaptation Plan 2014
- Victorian Government's Report on Climate Change Science and Greenhouse Gas Emissions in Victoria March 2012
- Victoria Climate Change Adaptation – Memorandum of Understanding with Local Government (Victorian Adaptation and Sustainability Partnership) 2014
- Central Highlands Regional Growth Plan 2014

Sustainability

Urbanisation, agriculture, industrialisation, economics and government inability to address poverty have greatly increased the impact of the human race on the natural and physical environment⁴⁵. This has not been accompanied by replacement or creation of resources or the protection of natural systems (soil biodiversity, water and atmosphere). The global community is not living sustainably.

'Developed' countries like Australia are responsible for the vast majority of global resource exploitation. Australians, and more particularly Victorians, have the largest ecological footprints in the world⁴⁶. It is imperative for global sustainability that countries like Australia take the initiative, show leadership and address this imbalance through action.

Embed Sustainability as a Part of Everyday Decision-Making



Initiative 5.31 – Continue to embed sustainability as a core tenant of everyday decision-making, to support a more sustainable future for Ballarat

City of Ballarat's response to the challenge of sustainability is embedded throughout all sections of this Ballarat Strategy and supported by the Historic Urban Landscape approach. The Strategy's approach is fundamentally about developing a culture of sustainability, applying the triple bottom line management approach (whilst also recognising the important role that culture plays in sustainable development), and pursuing sustainability as a key element of Councils' risk management framework. All components of Council business will need to play an important role.

Opportunities to be more sustainable are therefore not dealt with as standalone initiatives. Rather they are embedded through sections such as transport, housing, urban design and energy efficiency. As an example, reducing the amount of waste that is sent to landfill in Ballarat (Initiative 5.24) has enormous benefits for Ballarat, including in terms of improving our sustainability. It is important to Ballarat that it becomes more sustainable, as a fundamental principle of this Ballarat Strategy.

Developing a Culture of Sustainability⁴⁷

Developing a culture of sustainability is essential to achieving Council's vision for sustainability. This applies to Council as an organisation itself and the broader community and local business and industry. Local Agenda 21 identifies the role of local governments in promoting and supporting community cultural change towards sustainability, including:

- Improving their own operations
- Implementing action within the community to make their area more sustainable
- Helping communities to understand sustainability
- Encouraging debate on sustainability issues
- Forming strong local, regional, national and international partnerships.

Central to creating a Culture of Sustainability is Council's ability to lead by example in relation to its own operations and facilities. To achieve this Council staff and Councillors must be fully informed about best practice in their areas of operation and be working in an environment which encourages and supports innovation and change.

The key areas where City of Ballarat can influence change include:

- Preparing and implementing planning policies and strategies which integrate sustainability objectives
- Managing its own properties and activities sustainably
- Supporting community and industry to become more sustainable
- Regulating development with environmental sustainability as a key consideration; and
- Providing services to the community and local businesses to facilitate sustainable behaviour, for example, appropriate waste management.

⁴⁷ Ballarat Environment Sustainability Strategy 2012-2014

Two specific mechanisms that can enhance this embedding of a sustainability culture through Council are:

Apply the Triple Bottom Line Management Approach

Triple Bottom Line (TBL) is a framework that underpins and reviews environmental, economic and social performance. It emerged from the business sector and its practice shifts the focus from the purely financial bottom line to encompass the outcomes of all three elements. TBL can be a vehicle to achieve sustainable development, as this goal is reliant upon compatible environmental, economic and social outcomes.

Council has already adopted a Triple Bottom line Management Approach.

Globally the TBL is being expanded to include culture and other key social indicators. Council will work to ensure global best practice is embedded in the organisation.

Embed Sustainability in Council's Risk Management Framework

The City of Ballarat already has a risk management framework in place which provides the structures and processes to influence behaviour within Council and is designed to facilitate maximisation of corporate objectives through effective management of both opportunities and adverse effects that could be encountered.

The greatest threats to local governments have been identified as council and community exposure and vulnerability to:

- A carbon constrained economy
- Intensification of climate change impacts
- Damage from extreme weather events, including bushfires.

By incorporating TBL approaches covering both climate change mitigation and adaptation actions within the Councils risk management framework it will integrate actions and plans throughout the operations of the City of Ballarat and thereby also encourage and support a culture of sustainability throughout Council. This process will also work towards minimising exposure and increasing resilience.

In addition, Council will work to understand Ballarat's vulnerability to these threats which will enable building resilience into the future.

Sustainability is a core component of all actions recommended in the Ballarat Strategy. Each individual effort is targeted towards supporting a more sustainable outcome for the Municipality, and everyone who lives here.

Implementation

Key Actions

Ongoing

- Apply the triple bottom line approach
- Ensure training to all council and senior staff on how sustainability can assist Council business.

Further Information

- Ballarat Environment Sustainability Strategy 2012 - 2014

Development of the Strategy

Event

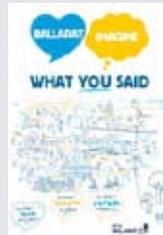
Publications

Engagement

February 2013
Ballarat Imagine



Discussion Paper

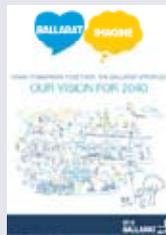


Community Feedback

Ballarat's largest ever conversation:

- Postcards
- Website
- Twitter and Facebook
- Events and Stalls
- Chalkboards at events
- Schools
- Written submission
- Meet with Staff

June 2013
Key Principles



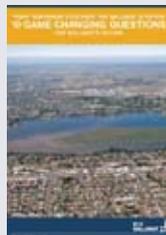
Our Vision for 2040



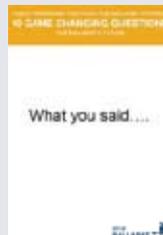
Council Plan

Key Principles Adopted with Council Plan

April 2014
10 Game Changing Questions



10 Game Changing Questions



Community Feedback

There were many ways for the community to get involved:

- Our Future City Workshops
- Our Place in the world workshops
- Scenario Planning Session
- Online survey
- City of Ballarat Website
- Written Submissions
- Meet with Staff

November 2014
Preliminary Ballarat Strategy



Preliminary Strategy

There were a number of ways the community could have their say:

- Online survey via website
- Written Submissions
- Meet with council officers
- Facebook and Twitter

April 2015
Draft Ballarat Strategy



Glossary [Adapted from Plan Melbourne]

Aboriginal Cultural Heritage: in traditional land-use planning terms this means Aboriginal places, Aboriginal objects and Aboriginal human remains. They tell the story of Aboriginal use and occupation of the land. An Aboriginal place can be an area of land or water, a natural feature, formation or landscape, an archaeological site, as well as a building or structure. Aboriginal cultural heritage also includes intangible connections, storylines and songlines where there may be no physical evidence of past cultural activities. These can include places of spiritual or ceremonial significance, places where traditional plant or mineral resources occur, or trade and travel routes.

Accessibility: the degree to which a place, service or environment is available to as many people as possible.

Active Transport: transport requiring physical activity, typically walking and cycling.

Activity Centres: suburban centres that provide a focus for services, employment, housing, transport and social interaction.

Affordable Housing: housing where the cost (whether of mortgage repayments or rent) is no more than 30 per cent of the household's income.

Agglomeration: the location of businesses in close proximity to each other which allows them to get productivity and efficiency gains through large customer bases, knowledge-sharing and access to skilled workers.

Augmented Reality: the technology of combining real world images, video, etc. with computer-generated information and/or imagery

Biodiversity: refers to the wide variety of ecosystems and living organisms from all sources including terrestrial, marine and other aquatic ecosystems, their habitats and their genes, and the ecological complexes of which they are part.

Brownfield Land: land previously used, (often for industrial purposes), which is vacant, derelict or contaminated. Brownfield development sites are often sites for urban-renewal projects and typically require remediation work before any new development goes ahead.

Central Business District: the area comprising the core commercial, civic and community functions of a town.

City Of Ballarat: Refers to the Local Government Area (LGA) boundary of the City of Ballarat.

Climate Change: a change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.

Climate Change Adaptation: adaptation is the adjustment in natural or human systems in response to current or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities. Various types of adaptation can be distinguished, including anticipatory, autonomous and planned adaptation.

Climate Change Mitigation: can mean using new technologies and renewable energies, making older equipment more energy efficient, or changing management practices or consumer behaviour.

Complete Neighbourhood: is an area where residents have safe and convenient access to goods and services they need on a daily or regular basis. This includes a range of housing options, grocery stores and other neighbourhood-serving commercial services; quality public schools; public open spaces and recreational facilities; and access to frequent transit. In a complete neighbourhood, the network of streets and sidewalks is interconnected, which makes walking and bicycling to these places safe and relatively easy for people of all ages and abilities.

Demographics: Statistical data relating to the population and particular groups within it.

Ecological Sustainability: refers to a capacity of ecosystems to maintain their essential functions and processes, and retain their biodiversity in full measure over the long term.

Environment: our physical surrounds, including land, waters, atmosphere, climate, sounds, odours, animals and plants, as well as aesthetics.

Greenfield Land: undeveloped land identified for residential or industrial/commercial development, generally on the fringe of metropolitan Melbourne.

Growth Areas: locations on the fringe of the established urban areas designated in planning schemes for large-scale transformation, over many years, from rural to urban use.

Health And Education Precincts: locations to cluster synergistic health and/or education services, to improve access to integrated service provision, improve outcomes, develop the health and education workforce and deliver economic benefits (such as innovation and job creation). These precincts may provide solely health, solely education, or a combination of health and education services.

Historic Urban Landscape: According to UNESCO, the 'historic urban landscape approach supports communities in their quest for development and adaptation, while retaining the characteristics and values linked to their history and collective memory, and to the environment'.

Infill Development: development of unused or underutilised land in existing urban areas. Most infill development sites are in inner and middle suburbs, offering the possibility of better utilising existing infrastructure to accommodate population growth.

Infrastructure: basic urban facilities and networks needed for the functioning of a local community or broader society.

Local Area Planning: helps communities define a shared vision for their township or area, and guide decision-making over the long-term to achieve it.

Liveability: a measure of a city's residents' quality of life, used to benchmark cities around the world. It includes socioeconomic, environmental, transport and recreational measures.

Neighbourhood Links Program: Neighbourhood links are safe, convenient and logical connections between local places. The approach identifies opportunities to improve the safety and amenity of quiet local streets to make it easier to access day-to-day destinations

Open Space: includes land reserved for natural landscape, parklands, recreation and active sports and waterways.

Orbital Road Connections: a circular road network connecting the community to key locations such as employment, school, activity centres, health services and places of frequent visitation.

Precinct Structure Plans (PSPs): detailed plans for future growth corridor developments, informed by growth corridor plans. Before development begins, Council will develop these plans to identify alignments of transport routes, town centres, open-space networks, densities of residential areas, and areas for industry and employment. They also produce other plans for state and local government infrastructure needs, development contributions and native vegetation protection.

Productivity: the economic value produced for an hour of work or a dollar of investment. Increasing productivity is a key source of economic growth and competitiveness.

Reformed Residential, Commercial And Industrial Zones: five new zones (Residential Growth Zone, General Residential Zone, Neighbourhood Residential Zone, Commercial 1 Zone and Commercial 2 Zone) introduced across Victoria on 1 July 2013.

Regional Growth Plans: plans being developed through partnerships between local governments and state agencies and authorities, to provide broad regional planning direction for land use and development across Victoria.

Resilience: is the capacity to deal with change and continue to develop. Resilience in societies and their life-supporting ecosystems is the key to sustainable development and is crucial in maintaining options for future human development.

Sensitive Uses: land uses that have high amenity expectations such as housing, schools or hospitals.

Significant Change Areas: places where investment and change will deliver a future preferred character that is different from the existing character of an area.

Social Housing: a type of rental housing that is provided and/or managed by the government or by non-government organisations. Social housing is an overarching term that covers both public housing and community housing.

Storm Water Harvesting: is the collection, storage and reuse of stormwater

Sustainability: refers to making decisions and taking action that are in the interests of protecting the natural world, with particular emphasis on preserving the capability of the environment to support human life.

Sustainable Development: refers to development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Urban Consolidation: the process of increasing or maintaining the density of housing in established areas.

Urban Renewal: the improvement or rehabilitation of urban areas. Urban renewal traditionally involved demolishing old or run-down buildings on brownfield sites in inner-city areas to build new residential or commercial developments or large-scale public works projects (such as convention centres, stadiums or freeways). Urban renewal can also build on an area's existing strengths to make better use of underutilised land located close to jobs, services and transport.

Vicsmart: a new assessment process for straightforward, low-impact planning permit applications that provides a simpler and more consistent permit process through standard statewide requirements; ensures timely and efficient processing of applications; ensures the level of assessment is proportional to the nature of the proposal; reduces the regulatory and administrative burden on local governments; and provides certainty to applicants and local governments about the information required, and the matters to be considered, when making a decision.

Victoria Planning Provisions (VPP): comprehensive set of planning provisions for Victoria. It is not a planning scheme and does not apply to any land. It is a statewide reference, used as required, to construct planning schemes. The planning authority (usually the local council) must provide the local planning policy content, including a Municipal Strategic Statement (MSS), and select the appropriate zones and overlays from the VPP, for inclusion in their planning scheme. The VPP also has references to a number of incorporated documents. Some part of the VPP, such as state policies, are included in every planning scheme.

Vulnerability: refers to the propensity and degree of sensitivity of social and ecological systems to suffer from exposure to external stresses and shocks. It is generally regarded as the antithesis of resilience.

Water Sensitive Urban Design (WSUD): Water sensitive urban design: a planning and engineering design approach that integrates the urban water cycle (including stormwater, groundwater and wastewater management and water supply) into the design of urban areas to minimise environmental degradation and improve aesthetic and recreational appeal.

Whole-of-Water-Cycle Management: Captures the idea that all parts of the water cycle and all parts of the community are intrinsically interconnected.

Common Terms:

References to 'City of Ballarat', 'Ballarat', the 'Municipality' or 'the City' consider all residents as equally important parts of Ballarat's long-term future.

List of Acronyms:

CMA:	Catchment Management Authority
DELWP:	Department of Environment, Land, Water and Planning
DNRE:	Department of Nature Resources and Environment (now Department of Sustainability)
EPA:	Environment Protection Authority
EPBC Act:	The Environment Protection and Biodiversity Conservation Act 1999
HUL:	Historic Urban Landscape
UNESCO:	United Nations Educational, Scientific and Cultural Organization

Appendices





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Appendix 1 Managing Growth and Change will Allow Us to Retain Our Liveable Lifestyle

The Ballarat Strategy has been developed as a shared community vision for the future.

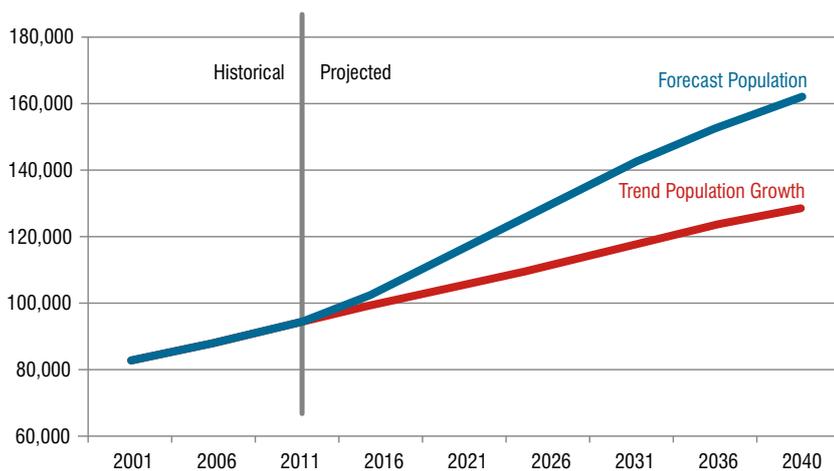
It commenced with our largest ever community conversation Ballarat Imagine, and has developed with ongoing community input and support.

The Ballarat Strategy will guide growth and development and help us to manage change so Ballarat in 2040 has built on its strengths, retained its values and character, and is ultimately the best place it can be. It proposes to do this through two key platforms: the '10 Minute City' and the 'City in the Landscape'. Most importantly, it recognises the opportunities to manage this change today, tomorrow, together – for a greener, more vibrant and connected Ballarat.

Ballarat will Grow Significantly over the Next 25 years

The City of Ballarat has experienced strong population growth over recent years, and this is likely to accelerate over the next 25 years. By 2040, there is forecast to be around 160,000 people calling Ballarat home.

Figure A1 Forecast Population Growth



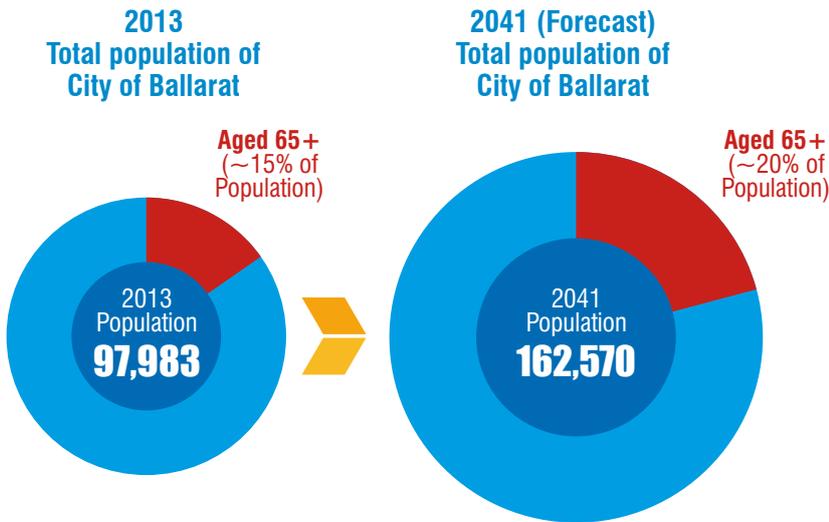
Source: Ballarat Housing Needs Assessment 2014 (SGS Economics and Planning)

As the Population Grows, it will Age and Diversify

Along with an increasing population, Ballarat is forecast to age and diversify.

Forecasts to 2041 outline approximately 60,000 more people, and proportionally more people aged 65+ than any other cohort.

Figure A2 Ageing Population



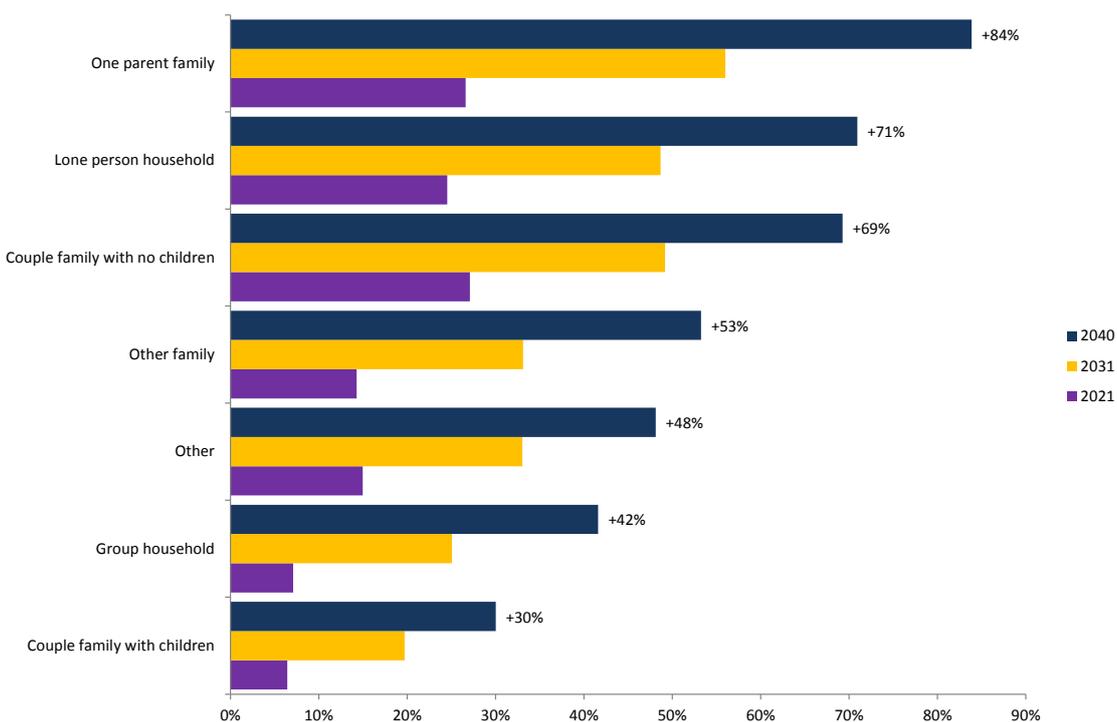
Source: VIF2014 and SGS Economics & Planning

In 2040 the Structure of Families will be Different to Today

As Ballarat grows, the structure of families is forecast to change. In terms of annual growth, the number of one parent families will increase the fastest (2.1%), followed by people living alone (1.9%) and couples with no children (1.8%).

Although couples with children is forecast to remain by far the most common family type in 2040, as a proportion of the community it is forecast to grow at a slower rate (0.9%).

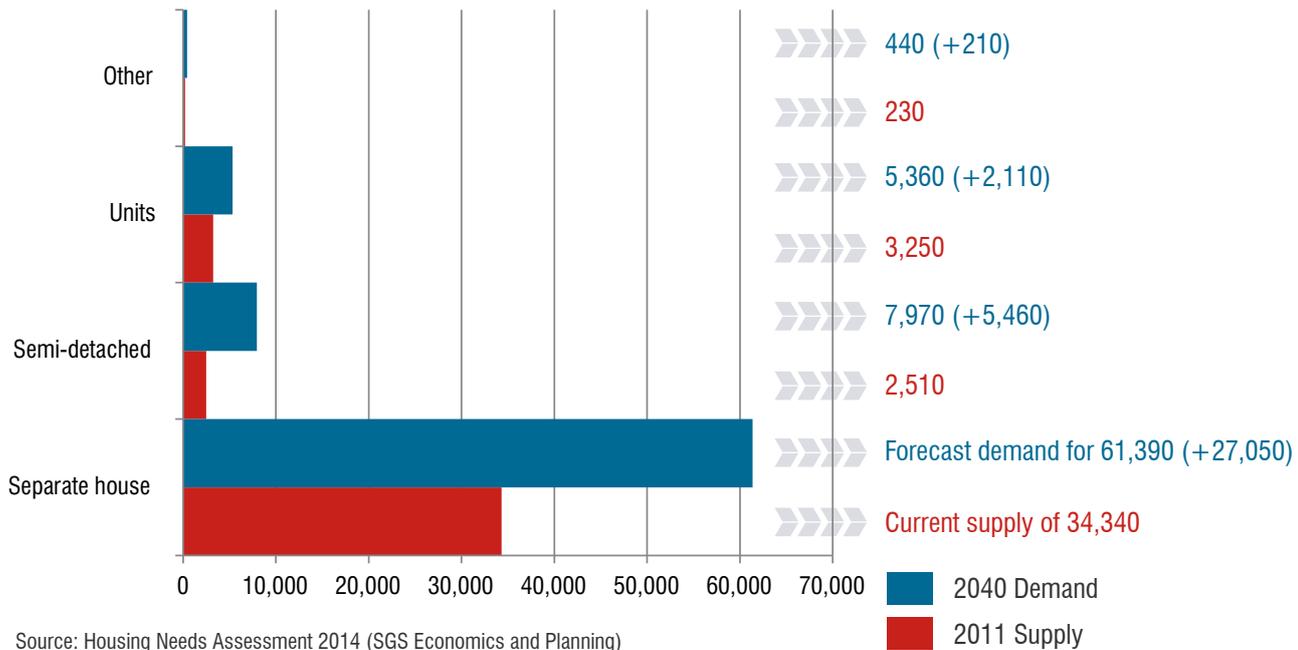
Figure A3 Forecast change in Family Types (percentage change from 2011 levels)



Changing Household Structures will lead to Greater Demand for Semi-Detached and Unit Type Homes

As Ballarat grows towards 160,000 people, there will be demand for around 75,000 houses (almost double the 40,000 houses of today). Although separate houses will be the most common type of housing required, the proportion of semi-detached and unit style development will be much larger than today. This increase in smaller housing reflects the forecast change in family structures.

Figure A4 Forecast Future Demand for Housing



A Larger Population Requires Transition to a More Sustainable Transport System

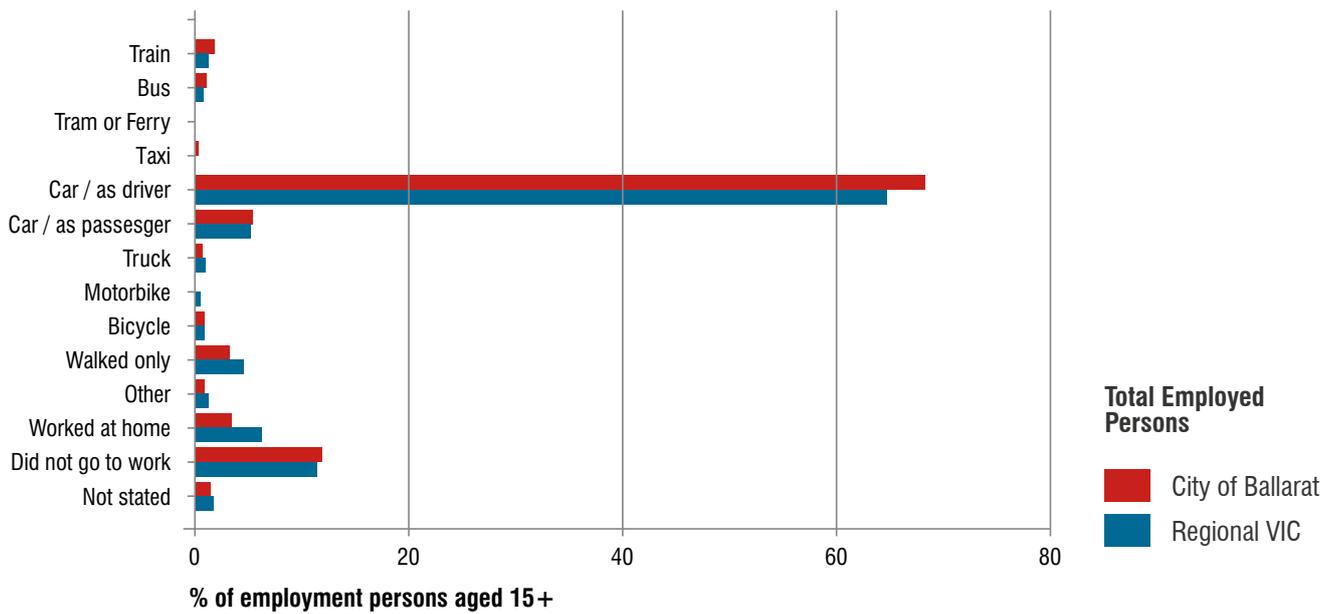
In 2011, the Census indicated only 3% of Ballarat workers travel to work on public transport. Excluding commuters on the train, only 1.1% caught the bus, around 1% cycled and 3% walked. Almost 75% of people drove to work. Ballarat's rates of car dependency are higher than the Victorian Average.

To retain our liveability we need more efficient options for getting around.

Low Rates of Walking to School

- In Australia the rate of walking to school has declined dramatically since the 1970s when 40% of children walked. In 1994 it was 24% and it is now thought to be as low as 15%. 'Victoria Walks' argue the capacity for children to walk in their neighbourhood is extremely important for independent mobility and general development. They note healthy behaviours as children often continue into adulthood.

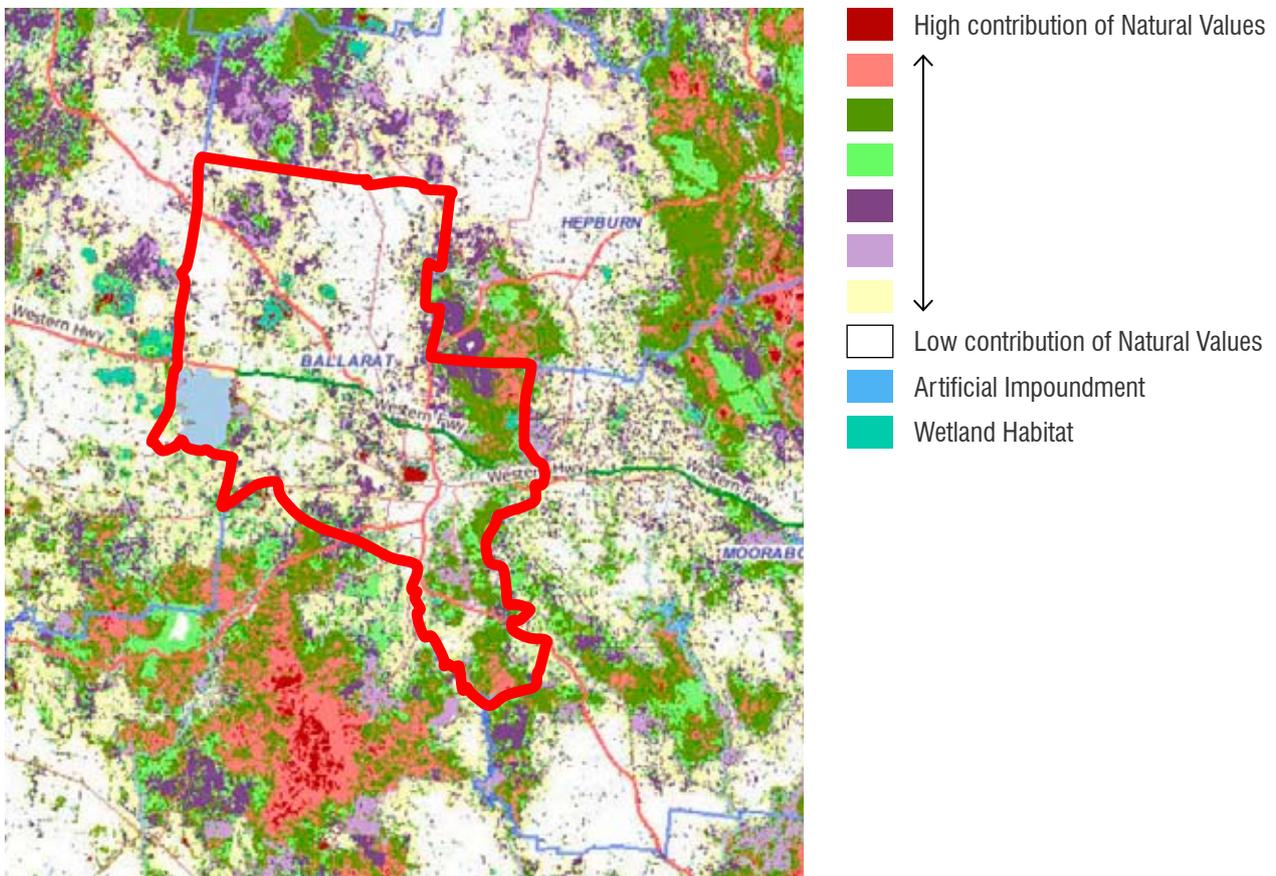
Figure A5 Method of Travel to Work 2011



Ballarat’s History of Mining and Agriculture has Significantly Impacted its Biodiversity Values

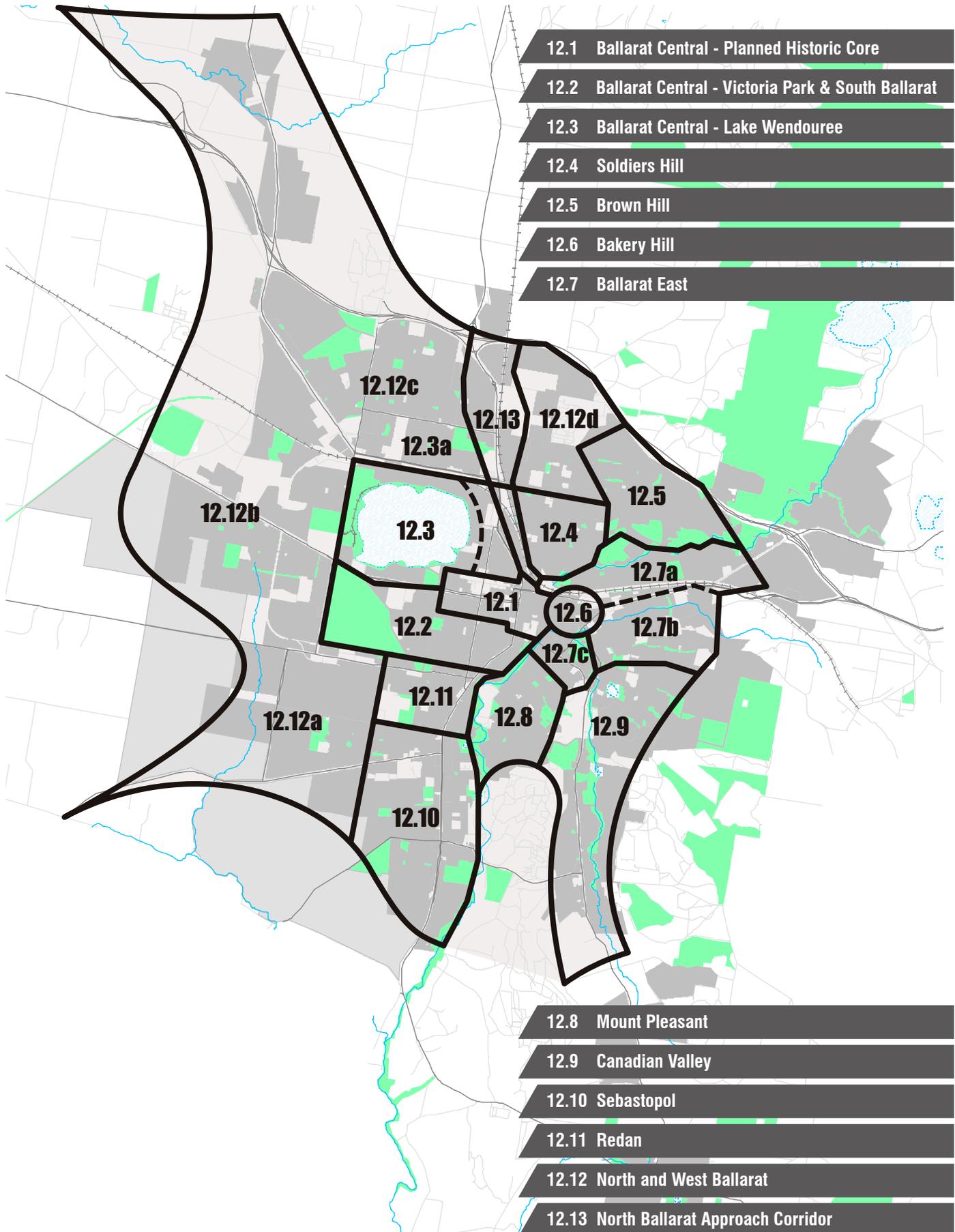
Due to Ballarat’s extensive mining and agricultural past, at a landscape scale it has limited biodiversity values and provides a lesser relative contribution to protecting biodiversity than surrounding shires.

Figure A6 Strategic Natural Values



Source: DEPI Nature Print – published in Strategic Ecological Connections – Ballarat City, Paul Kelly and Associated (2015)

Appendix 2 Sub-regions within the Ballarat Urban Core





12.1 Ballarat Central – Planned Historic Core

The planned historic core of central Ballarat is noted for its strong grid pattern laid out by Urquhart in 1852 on the bluestone plateau overlooking eastern Ballarat. It forms the civic and commercial heart of the city and presents a strong 19th century character for which Ballarat is renowned. There are exceptional vistas from the main streets particularly out to Mount Warrenheip and along Lydiard Street towards the Railway Station and rising to Soldiers Hill. Through *Ballarat Imagine* we know the Ballarat community loves the historic areas of central Ballarat: its history and heritage, streetscapes, bluestone channels, wide streets and historic verandahs, architecture, parks and tree avenues. They particularly love Ballarat’s grand Sturt and Lydiard Streets.



12.2 Ballarat Central – Victoria Park and South Ballarat

An older residential area laid out in a regular grid pattern, on the basalt plateau to the south of the main historic core. The area is now largely characterised by established streetscapes and a mix of Victorian and early 20th century buildings and residences. Victoria Park established as a common area and laid out and planted in its present form in the late 19th century, provides a large open space on the western boundary of the area. This area has mainly older residential properties with a mix of single storey weatherboard and brick buildings. Victoria Park provides a large open space on the western boundary of the historic city and is characterised by open grassland, some native, navigated by several mature tree lined drives. It extends over a massive public area comparable in size with many capital city parks, such as the Royal Botanic Gardens in Melbourne, and includes playing fields, stockyards and an equestrian precinct. Through *Ballarat Imagine* we know the Ballarat community loves the heritage, parks, gardens, old buildings, greenery, beautiful gardens, streetscapes, bluestone channels, wide streets, old established trees and gravelled shoulders which characterise this area.



12.3 Ballarat – Lake Wendouree

The large expanse of Lake Wendouree and its surrounding parks, boat sheds, mature trees and mix of historic buildings is one of the most popular features valued by the Ballarat community and visitors to the city. The lake with its open water and extensive reed beds is a major open space both for recreation and nature. The continuous parkland fringe surrounding the lake features significant buildings and sites including the Botanical Gardens. Significant and historic views from the western shore of Lake Wendouree towards the city are framed by Mounts Warrenheip and Buninyong and the elevated forested ridgeline. The Drummond St North Residential Area (12.3a) towards the city has a tighter street pattern, indicating that it is the location of former workers cottages. Residential properties are generally older with a mix of weatherboard and brick construction. Through *Ballarat Imagine* we know the Ballarat community overwhelmingly loves Lake Wendouree. They also love the history, heritage, parks, open space, playgrounds, greenery, beautiful gardens and streetscapes, bluestone channels, wide streets, gravel shoulders, old established trees, landscape, views and native fauna which exist in abundance in this area.



12.4 Soldiers Hill

As its name implies Soldiers Hill forms an elevated area of Ballarat, close to the CBD. Its rolling landform has given rise to striking views of the city, Ballarat East and the forested ridge and hills beyond. It was one of the first areas of Ballarat to be settled, and contains a large amount of older established housing – Victorian and early 20th century forming a strong grid pattern of wide streets. Through *Ballarat Imagine* we know the Ballarat community loves the history, heritage, parks and open spaces, landscape and views, greenery, beautiful gardens and streetscapes, bluestone channels, wide streets, gravel shoulders and old established trees that are demonstrated in this area. In particular, they have told us they love Black Hill.



12.5 Brown Hill

Bound by Soldiers Hill, the Western Freeway and Yarrowee River this is a largely a residential area characterised by mid to late 20th century development. Located within an area of former gold mining, the more suburban estates of Ballarat North and the northern fringes of Black Hill contrast with the rural subdivisions and housing enclaves within the forest cover below. Through *Ballarat Imagine* we know the Ballarat community loves the landscape, views, bushland, parks and open spaces demonstrated in this area. In particular they love the Yarrowee Trail and Black Hill.



12.6 Bakery Hill

Bakery Hill is the area where Ballarat East meets the planned town of Ballarat Central and represents the historic approach from Geelong and Melbourne. At the heart of the initial gold rush and subsequent development, Bakery Hill and Main Road became an important focus for shops, services and meeting places and the location where the Eureka Flag was first raised. A number of historic buildings remain amongst the redevelopment following traffic improvement schemes in the 1970s and the opening of Bridge Street pedestrian mall in 1981. Through *Ballarat Imagine* we know the Ballarat community loves this area's history, heritage, architecture, old buildings and beautiful Victoria Street.



12.7 Ballarat East

Ballarat East represents a highly diverse and rich area of the city with a number of significant features. The area has a varied and undulating landform (in contrast to the western area of Ballarat) and together with the irregular streets, smaller land parcels, mainly weatherboard dwellings, the waterways and street trees forms a distinct character area with a great sense of variety, grand in places, patchy in others. It is the home of the Eureka Stockade and has a rich and significant history. This complex area is diverse. The areas of Black Hill (12.7a), Eureka (12.7b) and Golden Point (12.7c) all exhibit distinctly different characters. Through *Ballarat Imagine* we know the Ballarat community loves the history, heritage, streetscapes, wide streets, old established trees, gravel shoulders, bluestone channels, landscape, views, parks and open spaces, bushland, flora and fauna demonstrated in this area. In particular they love Victoria Street, Black Hill and the Ballarat Wildlife Park.



12.8 Mount Pleasant

Mount Pleasant is an established residential area between the Yarrowee River channel and the high ground of Sovereign Hill. Occupying an undulating landform as it rises from Golden Point, the area displays a mix of older residences and mature streetscapes and more modern housing development, particularly on the higher western slopes of Sovereign Hill and the land south of Elsworth Street West. Through *Ballarat Imagine* we know the Ballarat community loves the heritage, streetscapes, wide streets, old established trees, gravel shoulders and bluestone channels demonstrated in this area. In particular they love the Sovereign Hill and the Yarrowee River.



12.9 Canadian Valley

Canadian Valley is an area of residential and mixed development along the Canadian Creek valley situated between the high grounds of Sovereign Hill at the start of the White Horse Range and the Canadian Forested Ridge. Through *Ballarat Imagine* we know the Ballarat community loves the heritage, landscape, views, parks and open spaces, native flora and fauna demonstrated in this area. In particular they love the Canadian Forest, Sovereign Hill and Lake Esmond. The Sovereign Hill visitor attraction together with a variety of informal parks and forest cover, particularly on the eastern slopes add greatly to the character of this area.



12.10 Sebastopol

Situated on the basalt plateau above Yarrowee River, this is an area of mixed residential and commercial development either side of Albert Street, part of the Midland Highway between Ballarat and Buninyong. It is bordered to the north by the largely residential area of Redan and to the south by the undulating landscape of former mining areas of Bonshaw and Magpie. Through *Ballarat Imagine* we know that the Ballarat community loves the heritage and history, parks and open spaces, accessible trails, native flora and fauna demonstrated in this area. They also love the Yarrowee Trail.



12.11 Redan

Redan, like Sebastopol, is situated on the basalt plateau above Yarrowee River and forms a small discrete residential area. It is bounded to the north roughly by La Trobe Street and to the south by Rubicon Street as it passes into Sebastopol. The industrial area of Delacombe forms a distinctive boundary to the west as does the Yarrowee River corridor to the east. Through *Ballarat Imagine* we know the Ballarat community loves the heritage, streetscapes, wide streets, bluestone channels, gravelled shoulders and old established trees that are demonstrated in this area.



12.12 North and West Ballarat

This is mainly an area of post WW2 expansion on the north and western fringes of 19th century Ballarat occupying the flat basalt plain. It continues to be an area of residential and commercial / industrial development and includes four residential localities; Wendouree and Invermay Park in the north and Alfredton and Delacombe to the west. These are separated from each other by industrial zones and areas of open space including two major golf courses. Through *Ballarat Imagine* we know the Ballarat community loves the history, heritage, views, parks, playgrounds and sporting grounds demonstrated in this area. In particular, the area contains a large section of the 22 kilometre Ballarat Avenue of Honour, the Ballarat Arch of Victory and Winter Swamp, which is of major significance to the local Indigenous community. This area encompasses Delacombe (12.12a), Alfredton (12.12b), Wendouree and Miners Rest (12.12c), and Ballarat North (12.12d).



12.13 North Ballarat Approach Corridor

This area forms a wide corridor along the main northern approach from Creswick and Maryborough and is dominated by a mix of old and new industry and other commercial development. The corridor starts at the Western Freeway junction and runs all the way into the city at Market Street. Through *Ballarat Imagine* we know the Ballarat community loves Eureka Stadium: a key sporting venue for Ballarat which is located in this area.

Appendix 3 Planning for Ballarat's Future - Regional Context

The Central Highlands region has three distinct parts, each with its own particular issues and opportunities:

- Ballarat, which as the largest city influences development and growth in its hinterland
- The eastern area, which is within Melbourne's peri-urban hinterland, has particular population growth pressures around areas with significant landscapes, agricultural, waterways and other environmental assets. Many residents in this area commute to Melbourne for employment and to access higher order services
- The western area, predominantly comprising rural areas and established settlements, with relatively low population growth.

The Western Highway and Melbourne-Adelaide railway corridors (via Ararat) are key east-west transport assets providing links across the region to major centres.

The region contains highly productive agricultural and horticultural land used for broadacre grazing and cropping with some areas of intensive agriculture, including horticulture, viticulture and poultry.

The region's rich goldmining history, Aboriginal cultural heritage and diverse landscapes attract many visitors and residents. Environmental features include the Grampians National Park at the western end of the region and forests along the Great Dividing Range that make up a large proportion of the north-eastern parts of the region. Environmental assets in the region support industries such as agriculture and nature based tourism, supply urban water needs and provide important habitat for flora and fauna.

The estimated population of the Central Highlands region in 2011 was approximately 169,300 people (Victoria in Future 2012). Ballarat is the dominant settlement and provides higher order services and employment to a wide hinterland area. There are also a number of larger towns providing services to their surrounding districts, including Ararat, Bacchus Marsh and Daylesford and a range of smaller settlements. Bacchus Marsh also has strong links to Melbourne.

Central Highlands Regional Growth Plan specifically identifies the following for Ballarat (p47):

Future Directions

- Support development and investment that is consistent with Ballarat's role as a regional city and the largest settlement in the Central Highlands
- Facilitate growth of the city, particularly through planned development to the west and through infill opportunities
- Encourage the development of Ballarat's Central Business District as a higher order activity centre with major employment, cultural, service and retail attractors
- Provide appropriate social, physical and transport infrastructure to support growth
- Encourage the provision of regionally significant services and ensure they are easily accessible to their regional catchment through integrated land use planning and transport provision.

Role and Function

Ballarat is a regional city of state-wide importance being the largest inland city in Victoria and a major driver of regional growth and development. Its sphere of influence extends into neighbouring regions, particularly towards Maryborough and Horsham.

Within the Central Highlands region, Ballarat will remain the primary urban centre, providing higher order health, education, retail and government services for the region. The growth and prosperity of Ballarat will have implications for the rest of the region, given the city's influence on its hinterland and its role in providing jobs and services for residents in surrounding municipalities.

Enhancement of Ballarat's CBD and high quality rail and road connections to Ballarat will be critical in attracting further investment and services. This will encourage people from around the region as well as external settlements, including Melbourne and Geelong, to access Ballarat for jobs and services.

Urban Form and Growth

The growth of Ballarat is encouraged to strengthen its role as a regional city and ensure a critical population mass to support higher order services. The Ballarat West Growth Area will provide the main location for population growth in Central Highlands over the next 25 years. Long-term opportunities for further urban expansion are mainly focused on areas with fewer environmental and agricultural assets and risks from natural hazards. Transport and social infrastructure need to be provided in a timely manner to ensure Ballarat West develops as a highly liveable and attractive addition to the city. The growth of urban Ballarat should have regard to its links and interface with neighbouring rural areas. Infill development should be encouraged in appropriate locations to maximise the use of existing infrastructure, services and facilities. A particular opportunity will be to facilitate higher density residential development in Ballarat's CBD. New development should be mindful of Ballarat's renowned heritage character, which is highly valued by Ballarat's community and a major tourism drawcard.

Employment

Ballarat is the key regional service and employment centre for Western Victoria. To ensure the sustainable growth of the city and the region it will be important to attract business and employment to Ballarat. Projections suggest the potential for 20,000 new jobs within the next 20 years. The expansion of a knowledge-based economy should be encouraged through innovation in the manufacturing sector and expansion of the health, education and technology sectors. This will build on key strategic assets, such as Federation University Australia and Ballarat Technology Park.

Ballarat's CBD should be supported as the main location for local and regional shopping, services and offices, including major commercial development. There will be a need to provide additional retail and commercial floor space, with an estimated demand of 322,000 square metres to 2031 throughout the city. The Ballarat West Employment Zone should be developed as the region's landmark location for employment and industrial growth, including a freight hub and research and development centre. Any new employment opportunities should have

good links to key transport routes and residential areas. Other opportunities include the development of the Dowling Forest Precinct as a specialist horse training facility.

Transport and Land Use Planning

Transport provision needs to keep pace with the growth of Ballarat to ensure the city remains accessible and liveable. The Ballarat Western Link Road should be developed to improve access from the major growth area to the Ballarat West Employment Zone and key transport networks. Public transport will also be important to ensure residents can access opportunities in a growing city.

Ballarat's role as a regional city warrants high standard linkages within and beyond the region. Residents in surrounding settlements will continue to rely on Ballarat for jobs and services, while transport and telecommunication connections to Melbourne, Geelong and Bendigo will also be increasingly important to support market opportunities and access to jobs and services.

The Regional Growth Plan specifically recommends the following land use policies, strategies and actions for Ballarat:

- Monitor residential, industrial and commercial land supply to ensure early identification of the need for additional supply, and provide sufficient land to satisfy forecast population and employment growth
- Develop key employment hubs including the Technology Park and Ballarat West Employment Zone
- Encourage growth in the Ballarat West Growth Area
- Encourage urban consolidation, particularly in Ballarat's CBD
- Implement the Ballarat Activity Centres Strategy and CBD Strategy Framework to support the CBD as the primary focus for commercial, retail and service activity in the city and region
- Provide infrastructure to support growth of the city, including implementation of development contributions plans
- Support improvements to regional rail services to Ballarat to underpin the development and function of Ballarat as a regional centre
- Ensure interfaces between the city and its hinterland are strategically planned.

The Ballarat Strategy further develops these regional strategies, and embeds them in local planning policy and local initiatives.

Ballarat's Interfaces with Surrounding Communities

The Central Highlands settlement network is dominated by Ballarat, which is five times larger than any other settlement in the region and is the focus for regional employment, services and growth. The city also has a strong influence over settlements in its hinterland.

It is anticipated settlements and rural areas within commuting distance of Ballarat and Melbourne will experience increasing pressure for growth as people seek alternative lifestyle and housing choices. Planning for settlement within Ballarat's hinterland will need to manage anticipated growth through coordinated, forward planning of development, services, transport and infrastructure. Managing interfaces such as the Midland Highway interface with the Golden Plains Shire, and the Yankee Flat Road interface with the Moorabool Shire Council will be particularly important.

Sharing of resources, services and investment between groups of linked settlements (with close cultural, social and economic ties) can help support and enhance the viability of communities. This approach is encouraged particularly for clusters of proximate small towns or settlements in the more remote parts of the region, which are seeing a declining population and may not be able to support services.

Central Highlands Regional Growth Plan specifically identifies the following land use policies, strategies and actions for the interfaces between Ballarat and surrounding areas (p40):

- Update planning schemes to identify regional and inter-regional settlement networks and include policies and provisions to manage pressures, opportunities or constraints associated with these relationships and influences
- Develop policies and implement planning scheme provisions that direct development to appropriate locations in the hinterlands of Melbourne and Ballarat
- Encourage proposals for growth that can provide easy access to services and employment
- Undertake local planning to consider how clusters of settlements can work together to provide facilities and manage change
- Support transport infrastructure that improves access to Ballarat and other major centres.

The Ballarat Strategy further develops these regional strategies, and embeds them in local planning policy and local initiatives. Managing interfaces with surrounding shires is extremely important. City of Ballarat will continue to work closely with the neighbouring Golden Plains, Moorabool, Hepburn and Pyrenees Shires on interface issues, which include the following:

- Regional consistency in the management of infrastructure and services
- Continuity of sewer connections in interface areas
- Consistency in waterway and flood management across shire boundaries
- Rural living interface issues where areas of Rural Living Zone (RLZ) abut areas designated for urban growth
- Access to regionally important community services for residents outside the Ballarat municipality
- Inconsistencies in planning controls of agricultural land across shire boundaries
- Proliferation of small lots with dwellings in farming areas abutting Farming Zone
- Differing management approaches to managing potable water catchments.

A collaborative and proactive regional response to these and many other issues will be crucial to improving their management over the long-term.

Appendix 4 Snapshot of Current Planning Challenges

As a key regional population centre, Ballarat is seen as having the capacity and potential to alleviate population pressures in some of the fastest growing municipalities of Melbourne and to act as an accelerator for regional and state-wide growth. Developing Ballarat as a true capital in this 'state of cities'⁴⁸ builds upon the inherent strengths of Ballarat and the region, and leverages its role as a regional employment hub, while tackling the challenges of achieving productive and beneficial balanced growth.

However, to function and thrive as a sustainable regional capital city and a viable destination for increased population growth, Ballarat must address a number of challenges.

The following discussion is adapted and expanded from challenges identified in the Central Highlands Regional Growth Plan (2014).

Population Growth and Housing Supply

- Projected growth of almost 60,000 additional people in the city by 2040 (to a total population of 160,000) is the equivalent of adding all of the suburbs south of the railway line on to our city again
- Over the coming decades, the older age cohorts (65+) are forecast to grow at the fastest rates, as a proportion of the overall population
- Overseas migration is the greatest source of new residents, followed by people from Melbourne, and from rural areas in the Wimmera. It is likely a large number of these people are moving to Ballarat for better access to health services, or employment.
- In terms of an age specific view of migration, the traditional net loss of large numbers of people young people (aged 20-24) has been reducing over recent years. This is likely a result of a greater number of that age group accessing university in Ballarat, and is an important trend towards retaining more of the future work-force.
- It is estimated the combination of new residents and changes in household structure of existing families will mean there is demand for almost 37,000 more houses than existed in 2011.⁴⁹
- As the population grows, the demographics of the community and family structures are both forecast to change
- Varying family circumstances will require appropriate types of housing to suit their needs –the expected increase in single person households and the number

of couples without children are expected to be important drivers of change to the housing stock

- Currently about 86% of houses in Ballarat are detached, with demand for more detached dwellings forecast to grow at about 1.4% per annum between today and 2040. The demand for semi-detached and townhouses is forecast to increase at twice that rate (3.5%), with demand for flats / units / apartments forecast to grow even faster (4.4%), particularly to service the ageing population wanting smaller, lower maintenance properties.
- There is also forecast reduction in demand for larger houses. The proportion of houses with four or more bedrooms is forecast to reduce from 26% in 2011 to 22% in 2040, and demand for 2-bedroom houses to increase from 17% to 28%.
- In 2011 over 10% of all households in Ballarat are estimated to be experiencing housing stress. This includes more than one third of all rental households who were paying greater than 30% of their income on rent.
- Supporting a diversity of housing stock is an important planning objective.

Efficient and Effective Long-Term Planning for New Growth Areas and Convenience Areas

- Currently, over 37,000 people (around 40% of Ballarat's population) live in the centre of Ballarat, within four kilometres of the Town Hall. Ballarat's 'outer suburbs' are mostly within eight kilometres of the Town Hall, and include over 42,000 people (almost 45% of our population). The whole area beyond eight kilometres of the Town Hall has less than 20% of our population. Out to 12 kilometres are the historic townships of Warrenheip, Buninyong and Miners Rest (a combined population of over 6,000 people), with more rural residential homes and some agricultural land. Beyond 12 kilometres is the bulk of our agricultural land, as well as Learmonth and Cardigan Village.
- Over recent years, the distribution of our housing development forms a roughly doughnut-shaped pattern, with growth largely occurring in the 4km to 12km band of outer suburbs and inner townships.
- At first glance, this pattern would suggest Ballarat's housing growth has been almost entirely greenfield development on the suburban fringe. However, this is not the case – less than 60% of Ballarat's new homes have been in greenfield areas (over 2,000 new dwellings) while infill areas saw over 40% (just over 1,400 new dwellings). This ratio is unusually high for cities of Ballarat's size and is comparable

⁴⁸ State of Victoria (2014b) Plan Melbourne: Metropolitan Planning Strategy. Melbourne, Victoria, Australia. [Online] Available at: http://www.planmelbourne.vic.gov.au/_data/assets/pdf_file/0016/131362/Plan-Melbourne-May-2014.pdf Page 153

⁴⁹ The Victorian Government's official population and household projections, Victoria in Future 2014 (VIF 2014) projections incorporate 2011 ABS Census data and current population estimates.

to much larger cities with substantial growth in inner city apartments. However, unlike these larger cities, Ballarat's infill development has been: concentrated in outer suburbs, not the inner city; largely separate homes; and often on larger sites missed by previous waves of development, rather than through redevelopment of developed land.

- It is important to know how new greenfield and convenience living development (such as that next to existing transport infrastructure) can occur. This gives surety to the development industry and communities. It will enable us to attract the sort of development required to achieve the shared vision for Ballarat in 2040.

Economic Transformation and Jobs

- Structural changes in the Australian economy are impacting Ballarat's traditional agricultural and manufacturing industry base
- There is a need to support vibrant employment generating businesses, in well serviced precincts in order to offer efficiencies and competitive advantages to maintain Ballarat's economic future
- The future requires a well-planned city structure, with high amenity public spaces and progressive planning policy to improve productivity and competitiveness in both existing and future employment sectors and generate the future jobs a growing population requires.

Crucial Opportunity for CBD Revitalisation

- We will need a vibrant CBD supporting retail, cultural enterprise, professional services, and residential development in order to have wide-ranging economic, cultural, social and environmental benefits for Ballarat into the future.
- There is a need to support a cultural and policy shift to increase residential living and development in the CBD, in particular. This is seen as a crucial enabler to improving the viability of frequent public transport services, business, cultural and entertainment activity, and growth in the walking economy
- There have been significant improvements to the vitality of the Ballarat CBD over recent years, but increasing vitality will require us to undertake ongoing work.

Major Employment Areas

- Jobs growth is required to sustain and support the forecast population growth
- Specific local planning for major employment areas is required to provide a competitive advantage for Ballarat in the labour and business markets, and to support its long-term sustainability as a prosperous city.

More Productive Use of Resources

- A sustainable future means that we need to find a balanced approach to key resource use, with a renewed focus on energy and waste
- More progressive opportunities need to be identified such as the waste to energy facility proposed for Ballarat West Employment Zone (BWEZ): a crucial stepping stone towards more efficient and competitive energy and resources use and re-use.

Development of Regional Health and Education

- An ageing population and changes in the labour market will require support for improved regional health and education capabilities and other sectoral needs in terms of workforce development, re-skilling, structural adjustment and growth.

Ongoing Support for World-Class Events and Culture

- There is a need to recognise the wide-ranging community benefits from supporting, connecting and integrating land use development with the facilities to attract and house world-class cultural and sporting events, as befits a capital city
- We will also have to identify new urban renewal, precinct redevelopment and sporting and cultural initiatives for Ballarat's future.

Liveability and Community

- There is a need to prioritise 'liveability': a concept that reflects the quality and amenity of the built environment and natural environments and economic prosperity
- Maintaining and improving liveability in Ballarat is fundamental to its future.
- It is estimated in Victoria almost a quarter of all children aged seven years and under are overweight, whilst almost 61% of adults.

Urban Design and Image

- As new development occurs, a cohesive and progressive focus on high quality urban design and public amenity is needed to allow Ballarat to develop towards the shared vision identified in Ballarat Imagine.

Crime and Safety

- Ballarat's rates of 'crime against the person' and 'crime against property' are both significantly higher than State averages (from 50% to 65% higher).
- The rate of family violence in Ballarat is also much higher (73% higher) than the State average.
- Ballarat children experience almost twice the levels of crime as the Victorian Average (Ballarat – 19.6 victims of crime per 1000 children, VIC – 10 per 1000).
- However, a 2011 survey of Ballarat residents almost everyone felt safe or very safe at home during the day, at home at night and walking during the day. Only two-thirds of people felt safe or very safe walking alone at night, with women, the elderly and low income people the most concerned.

Cultural Diversity

- 8.6% of Ballarat residents were born overseas (Regional Victoria – 10.6%)
- 4.5% of Ballarat residents are from countries where English is not the first language (Regional)

Infrastructure

- As the population increases and ages, maximising the value extracted from existing and new infrastructure will be crucial to the ongoing support of a vibrant, prosperous and sustainable municipality.
- Council faces a substantial gap between costs and rates revenue. As discussed in a report for the Municipal Association of Victoria (MAV), Financial costs of settlement patterns in rural Victoria (2013), as new houses are developed, the rates revenue does not directly cover the additional direct and indirect costs. For Ballarat, Council picks up the short-fall through improving efficiency of service delivery, budget adjustments, and increases in rates and more recently through the introduction of the development contributions plan in the Ballarat West Growth Area.
- Upfront costs - Councils face a range of upfront and ongoing infrastructure and service costs for residential development. These costs include roads, paths, drainage, street furniture, signage, open space and community infrastructure. The cost of providing these elements is usually shared between Council and the developer. A development contributions overlay applies in the Ballarat West Growth area, to require this kind of joint funding arrangement.

- Ongoing costs - Unlike upfront costs, which can be borne by other parties, local government usually pays for all ongoing cost items. The developer may pay for new local roads and drainage for a new subdivision however City of Ballarat will typically pay the ongoing maintenance costs of these new assets. The provision of core services such as rubbish collection and the management of parks and open space are increasingly expensive for Council as the distances to access the areas increases. The shape and pattern of growth of Ballarat is therefore important for economic and equity reasons, as well as being important for liveability.

Transport

- Maintaining the ability to move easily through the city will be a key challenge to the economy, liveability and lifestyle of Ballarat.
- Only 3% of Ballarat workers travel to work on public transport. Excluding commuters on the train, only 1% caught the bus, around 1% cycled, 3% walked. Almost 74% of people drove to work. The majority were the sole occupant of the car.
- It is an important challenge to change the mode-share away from being so heavily reliant on private car trip. More transport options will enable a larger, older and more diverse community to move more easily and conveniently across the municipality.
- Trend growth is not an option. The number of parking spaces required for 60,000 more people who wish to drive themselves to work is not feasible in Ballarat, nor will it be an attractive or convenient option for many people. The community will demand options be made available, and it is vital this transition to a more sustainable transport system commences now.

Natural and Cultural Environment

- The highly valued 'Ballarat lifestyle' is deeply entwined in Ballarat's natural and cultural environment. Better recognition, management and support for the natural and cultural environment is required to maintain liveability.

Open Space

- Currently, with around 100,000 people, Ballarat has approximately twice the required benchmark provision of 4ha per 1000 population (8.5ha per 1000 people). Even if no new open space was created between now and 2040, at a whole of municipality scale, Ballarat would still be well provided with open space areas. The proposed development of a new multi-use forest park in the Canadian Valley offers great opportunity for additional provision.

- However, total provision is only one consideration. Open space planning also requires consideration of distribution, size, quality, and an assessment of the opportunities and activities that each space provides. As more people move into both established and new residential areas, the distribution and diversity of open space will be a significant challenge.

Balancing Growth with Ballarat's Highly Valued Historic Urban Landscape

- Balancing growth and addressing new challenges such as climate change with natural, historical and cultural values in historic cities in the 21st century, is a global challenge and not just a local one
- The challenge of new development, growth and change in historic cities is being addressed by the international organisation UNESCO – a United Nations body - with new instruments such as the Recommendation on the Historic Urban Landscape (2011)
- We need to develop new innovative local approaches to the management of change in historic Ballarat in order to carefully integrate (and not continue to isolate) conservation and social and economic goals

Biodiversity

- The municipality is relatively small and a significant portion of riparian and other potential biodiversity hot-spots are surrounded by land that is highly urbanised. Many areas that could be expected to have the greatest biodiversity, such as the Yarrowee River between Dana and Grant Street have little or none. The natural resources of the municipality have been compromised by the historic land use and subsequent urban development.
- The history of disturbance has left a legacy of highly fragmented and modified biodiversity habitats that generally occur as small mostly isolated pockets of native vegetation, wetlands and waterways associated with municipal parks and reserves.
- With the exception of key open space areas such as Victoria Park and Lake Wendouree, the remnants have historically been retained by default as intensive land use and urban development has proceeded around them.
- As community values have changed, the recognition of the values of the natural remnants has increased and there is a perception that these remnants could make a significant contribution to the conservation of biodiversity. There is a need to undertake a proper assessment of how best to manage remnant areas for biodiversity conservation, as they may or may not offer viable biodiversity opportunities.

Townships

- Townships face specific local challenges, and require local planning to sustain their future
- Communities living outside the urban areas of Ballarat are vital components of the Municipality, and the overall identity of Ballarat as a regional centre.

Rural Areas

- Targeted planning controls are required to protect agricultural land for farming and support the multi-generational viability of agriculture in the Central Highlands Region into the future.

A Changing Climate

- Australia's per capita production rate of greenhouse gases is one of the highest in the world.
- Global greenhouse gas emissions have been linked to the enhanced greenhouse effect, responsible for climate change.
- In Victoria, over 65% of greenhouse gas emissions are the result of electricity generation. Most of the energy consumed by the average Victorian household is for home heating, followed by hot water heating and refrigeration. It is estimated that by improving the way we design, build and live, Victorian's could save at least 50% of the energy that we use.
- The Victorian Government's Report on Climate Change Science and Greenhouse Gas Emissions in Victoria (March 2012) outlined projections for Victoria's future climate. It projected:
 - More days over 35°C and higher annual mean temperature
 - Reduced average rainfall and stream flows
 - Fewer and heavier rainfall days
- These projections suggest a generally increased risk of:
 - Bushfires
 - Heatwaves
 - Floods / drought
- As part of being an informed community, Ballarat needs to play its part by moderating its contribution to climate change/reducing carbon emission, and work to become more resilient to climate change impacts.

Appendix 5 Transitioning Ballarat Towards 2040 - The Shared Vision

The first four principles are based on feedback through Ballarat Imagine and the fifth covers Ballarat City Council's role in achieving this vision.

Principle 1 Our Beautiful and Unique City

- **Protect our unique heritage – buildings, streetscapes, collections and traditions**
- **Keep Lake Wendouree and the Botanical Gardens a centre of community life**
- **Make our green city of parks, street trees and bushland even greener**
- **Bring more activity and life to our beautiful CBD**
- **Maintain our sense of identity**
- **Support Ballarat as a place with a proud heritage, reflected in its buildings, streetscapes and living history – all of which showcases its innovation and creativity.**

To deliver these principles Council will:

- Continue to strengthen our initiatives to protect and enhance our city's heritage
- Continue to manage Lake Wendouree and the Botanical Gardens as a centre of community life in Ballarat
- Steadily enhance our green city through increasing vegetation cover and open space
- Strengthen our focus on bringing more activity to the CBD through investment in public spaces and events
- Support development of a place that reflects the unique character, aspirations, abilities and history of the community.

Principle 2 Ballarat's Quality of Life – A great mix of City and Country

- **Keep our city friendly with a strong sense of community**
- **Build on growth to bring even better facilities, services and events**
- **Keep Ballarat a city that is easy to get around**
- **Improve the amenity of the whole city.**

To deliver these principles Council will:

- Continue to support community life, for example through small grants for community groups and community-run events
- Invest in, and lobby for, facilities and services upgrades to match or exceed population growth
- Invest in, and collaborate to deliver transport upgrades to match or exceed population growth, including walking and cycling, public transport, roads and parking
- Plan Ballarat to ensure residents don't have to travel far to get to jobs, shops, schools and services
- Work with local communities to steadily improve those areas of Ballarat which have traditionally had lower amenity.

Principle 3 Sustainable Growth that Benefits our Community

- **Build on Ballarat's unique economic strengths – our beautiful city, our lifestyle and our place in the region**
- **Encourage jobs growth that brings prosperity to the whole community**
- **Provide housing for a growing and changing population**
- **Support Ballarat as a vibrant, exciting and friendly place that attracts visitors, residents, shoppers, students, artists and business investment.**

To deliver these principles Council will work with the business community and other levels of government to help:

- Build our future on our unique economic strengths
- Encourage jobs growth
- Ensure suitable housing is available for a growing population of single people, couples as well as traditional family homes
- Support Ballarat as a regional employment hub, reflecting industry and employment diversity across the key sectors of health care and social assistance, education, manufacturing, construction and retail
- Promote Ballarat as the thriving retail, commercial, community, educational and cultural focus of Western Victoria
- Be a leader in ecological best practice that is balanced and productive.

Principle 4 A Healthy, Safe Community

- **Build a healthier community**
- **Improve our community's safety**
- **Address the underlying issues behind poor health and safety**
- **Plan for Ballarat to be cohesive and accessible by people of all abilities and ages, by all transport modes.**

To deliver these principles Council will:

- Create an environment and provide facilities which encourage healthy lifestyles
- Work on the factors which affect health, including employment, early education opportunities and appropriate housing
- Work in partnership with health and welfare providers to provide and promote a healthy and safe community
- Work with communities to become more prepared for and resilient to natural disasters and climate change.

Principle 5 Council Leadership in Achieving our Vision

- **Carefully manage growth**
- **Actively seek government and business investment in our city**
- **Carefully manage the impacts of change**
- **Provide leadership in the community.**

To deliver these principles Council will:

- Move steadily towards delivering infrastructure ahead of growth
- Encourage planned growth that meets the Guiding Principles
- Continue to lobby State Government for infrastructure and services investment in Ballarat
- Continue to work with businesses to attract jobs and business investment to Ballarat
- Strengthen our community leadership role on issues that Council cannot resolve on its own
- Proactively manage the impacts of change, including social, cultural, economic and environmental.
- Support Ballarat as a premier regional centre in Australia, providing a 'capital city' experience and contributing to the economic wealth and cultural breadth of both Victoria and the nation.

The Guiding Principles underpin all concepts, policy directions and initiatives in the Ballarat Strategy.

Appendix 6 Significant Achievements Already Underway

Over many years the City of Ballarat has sought to support positive change in the Municipality. It has sought to support economic conditions in Ballarat so local businesses can prosper and the community can benefit from the jobs and experiences this growth has brought with it. New cultural, entertainment and arts attractions have added to the fabric of the city. A wider range of high quality restaurants and bars have opened and are enjoyed by an increasing number of patrons. Upgraded public spaces are offering new places for people to meet and enjoy the Ballarat lifestyle and culture.

Additionally, the restoration of some of Ballarat's important heritage places (such as the Ballarat Town Hall, Arch of Victory/Avenue of Honour, Learmonth Shire Hall and Art Gallery of Ballarat) have brought history back to life; grants have been made available for community groups and heritage property owners; and, a wide range of programs have been implemented to enable connected, healthy and safe communities. Both urban and rural residents of the Municipality have benefitted from these new projects and programs.

There are also a large number of Key Council Supported Projects underway but not yet complete:

- **The new residential areas of the Ballarat West Growth Zone is already providing enormous opportunity for businesses and residents to live in master planned communities**
- **The Ballarat West Employment Zone is in the early stages of delivery, and already providing exciting new job opportunities for the region**
- **Waste-to-energy facility planned in BWEZ is already generating a new image for innovative manufacturing in Ballarat**
- **The Ballarat Western Link Road is under construction to better connect people, jobs and markets**
- **Regional intermodal freight hub opportunities are being pursued**
- **Emergency services hub will better coordinate responses to changing emergency needs**
- **Redevelopment of the Ballarat Railway Station is a once in a generation opportunity for inner city renewal**
- **Ongoing implementation of the adopted CBD Strategy: Making Ballarat Central has improved the public realm and activation of a number of key CBD streets**
- **The Ballarat Sports and Events Precinct around Eureka Stadium is already offering new opportunities for local businesses and sports fans**
- **Expanded health and wellbeing opportunities at the expanded Ballarat Aquatic & Lifestyle Centre**
- **Ballarat Regional Soccer Facility at Morshead Park**
- **Planning has been completed for the expansion of the Ballarat Technology Park at Mount Helen, supporting high value technology and innovation jobs**
- **A new international approach to managing change in historic cities, UNESCO's Recommendation on the Historic Urban Landscape, is being piloted in Ballarat**
- **Successful introduction of VicSmart planning controls in the Ballarat Planning Scheme is reducing red tape for owners and costs for development.**

These projects, and a vast number of other initiatives and private developments not listed, are already benefitting the Ballarat community. They are already supporting Ballarat to transition towards the shared vision of a greener, more vibrant, valued and connected Ballarat.

But there is still more to do. The Municipality is on the point of a new era of significant growth. Growth brings significant opportunities, but also significant challenges.

The next section of the Ballarat Strategy builds on the current achievements, and integrates these current projects with a suite of new and progressive policies and initiatives to guide decision-making in Ballarat towards 2040.

Appendix 7 Implementation Plan The Plan of Change Towards 2040

Table Key:

	Council Responsibility Actions Council can implement alone
	Council Advocacy Actions where Council influences others to act
	Council Collaboration Actions where Council works with other stakeholders

Resources (estimated)

OT	- Officer time / Process reform
\$	- Limited
\$\$	- Moderate
\$\$\$	- Significant

Bold	- Key Action
Normal	- Supporting Action

Economic Growth

Short	Medium	Ongoing	Long - term	Resources
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Plan for a City Structure which Supports Growth and Productivity

Incorporate the new Regionally Significant Precincts structure into the Ballarat Planning Scheme					OT
Develop local area plans to facilitate jobs growth in each Regionally Significant Precinct					\$\$
Implement the recommendations of the Ballarat Economic Strategy 2015-2019 that apply to these precincts and centres					OT
Work with education institutions to better understand their long-term aspirations and provide support to better integrate those institutions into the built form and cultural fabric of the city					\$
Work in partnership with key employers, stakeholders, government agencies and community stakeholders to facilitate the ongoing development of each Regionally Significant Precinct					\$\$

Support Growth and Diversity of Development in Local Centres

Undertake structure plans for key local activity centres, as recommended by the Ballarat Activity Centres Strategy (2011): Wendouree, Sebastopol (formerly Sebastopol North), Midvale, Buninyong, Alfredton East, Miners Rest					\$\$
Continue to utilise the Ballarat Activity Centres Strategy's (2011) decision guidelines when deciding on permit applications for retail centres					OT
Support diversification and development of existing activity centres, rather than development of new centres					OT
Support increased residential development in and around activity centres as proposed in the Ballarat Activity Centres Strategy (2011), including further implementation of the Residential Growth Zone and Mixed Use Zone in certain locations					\$

Short	Medium	Ongoing	Long - term	Resources
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Establish an Urban Renewal Investment Pipeline

Recognise the listed urban renewal precincts in the Ballarat Planning Scheme and include planning controls that facilitate change in them					\$
Continue to engage with the community to resolve the long-term development future of the Civic Hall Site					\$\$
Work in partnership with landowners and key stakeholders to further develop opportunities for urban renewal in these locations					\$\$\$

Activate the CBD as a Vibrant Destination for Working and Living

Accelerate the implementation of the recommendations of the CBD Strategy: Making Ballarat Central					\$\$\$
Develop and implement a holistic and integrated activation approach for the CBD that pursues opportunities for mixed use developments as the key catalyst to renewal and change, modelled on the Postcode 3000 approach					\$\$\$
Review the regulation of the use of public spaces in conjunction with traders and key stakeholders with the objective of encouraging greater activation					\$
Develop a CBD Laneway Activation Strategy in conjunction with surrounding landowners, to provide a framework for Council to better manage these areas					\$\$
Continue to work with the State Government and key private sector partners to establish a co-working hub in Ballarat for creative industries					OT
Review zoning controls that apply to the CBD to reduce limitations and timeframes associated with the approval of appropriate redevelopment					\$
Investigate opportunities to introduce more comprehensive and sophisticated illumination to add a new dimension to Ballarat's historic built heritage, out of hours					\$\$\$
Monitor and report on the number of activities, businesses and attractions which offer out of hours activation of the city					\$
Develop and pursue a mid-winter festival to improve activation of the city during the winter period					\$\$\$
Develop a live music strategy to identify potential barriers for our live music scene and any opportunities that will ensure that live music and creative culture will thrive in the region					OT

Industry



Deliver the Ballarat West Employment Zone as a Key Regional Employment Growth Area

Work in partnership with the Victorian Government to deliver remaining stages of the Ballarat West Employment Zone, including a Bio Economy Innovation/ Research and Development Centre and Waste to Energy Plant					\$\$\$
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Continued on page 276

Industry



Short	Medium	Ongoing	Long - term	Resources
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Plan for Industrial Land in Appropriate Locations

Continue to protect key industrial precincts from encroachment by sensitive uses, in accordance with the Ballarat Planning Scheme provisions introduced by Amendment C138



OT

Continue to work with land owners seeking to transition compromised Industrial 1 Zone to less intensive uses, in accordance with the recommendations of the Ballarat Review of Future Industrial Areas (2009) and Planning Panel report for Ballarat Planning Scheme Amendment C138



\$

Review planning for the Industrial 1 Zone land west of Buninyong in proximity of Scotchman's Lead Road, with a view to ensuring that it is appropriately protected for future use by heavy industry



OT

Streamline Planning Processes for Development Applications in Key Employment Areas

Continue to refine and streamline internal processes to minimise the time taken for a decision on development applications



OT

Support wider application of the VicSmart planning assessment process to further streamline the assessment of planning applications



OT

Development Infrastructure



Leverage City Shaping and Local Scale Infrastructure

Consider civil infrastructure servicing costs as part of integrated land use planning for all major greenfield development proposals



OT

Pursue regional and partnership opportunities to implement relevant priorities identified in the Central Highlands Regional Transport Strategy and Central Highlands Regional Growth Plan (2014)



\$\$\$

Work with the State Government and key service agencies to monitor civil infrastructure capacity against growth in demand



OT

Continue advocating for improvements to mobile phone network coverage and the rapid roll-out of NBN coverage across all of Ballarat and the surrounding region



OT

Work with local communities and telecommunications providers to mediate an outcome on contested applications for new NBN and mobile phone towers



OT

Tourism



Achieve a Higher Quality Visitor Experience to Ballarat, its Culture and Key Sites

Develop and implement a public realm plan for key tourist routes between entrances, the CBD and Sovereign Hill, as well as the Sovereign Hill Precinct itself



\$\$\$

Investigate opportunities to improve transport connections between key tourism destinations and sites, as part of developing a sustainable transport strategy



\$\$\$

Continue implementation of the recommendations of the Ballarat Entrances Strategy 2006, particularly related to tree planting and other long-term improvement opportunities



\$\$\$

Continue to enhance the identity and promotion of local food tourism



\$

Township Areas

Short	Medium	Ongoing	Long - term	Resources
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Empower and Support Rural and Township Communities

Engage with township communities through local area planning to determine strategic long-term opportunities					\$\$
Continue Township Empowerment program and support for local projects					\$\$\$
Continue to support growth in local jobs and business opportunities in township areas, whilst protecting their unique local character					OT
Continue to collaborate with the State Government to improve physical and digital connections in small towns, including delivery of the NBN and funding for mobile phone black spot removal.					OT

The '10 Minute City'

Facilitate Better Access to Local Services and Facilities

Linked initiatives

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Liveability, Health and Well-being

Plan for a Healthy and Inclusive Community

Engage with local community groups to identify the opportunities to improve local connections					
Continue to implement Council's health and wellbeing directions					OT
Support the provision of high quality, well connected and accessible open space					\$\$\$

Improve the Public Realm

Use participatory approaches to design public realm areas					\$\$
Continue to improve the public realm and amenity in and around centres through Council's ongoing maintenance and infrastructure programs					\$\$\$
Encourage design excellence that creatively responds to and enhances Ballarat's valued character, landscape and community values					\$\$

Focus Long-Term Decision-Making on the Needs of Children and Communities

Encourage community facilities to co-locate in accessible multi-use hubs					\$\$
Require Precinct Structure Plans for all new growth areas, which embed community infrastructure into the urban fabric and provide mechanisms to pay for them through Development Contribution arrangements					\$\$\$
Prepare Liveable Neighbourhoods checklist					OT

Continued on page 278

Short	Medium	Ongoing	Long - term	Resources
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Focus Long-Term Decision-Making on the Needs of Children and Communities

Make decisions to guide Ballarat towards being a child friendly city				OT
Continue to implement the Municipal Early Years Plan 2015-2018				\$\$\$

Minimise the Harm caused by Electronic Gaming Machines

Continue to utilise all relevant planning controls available to Local Government to minimise the harm caused by problem gambling				OT
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Embrace Cultural Diversity

Proactively work with minority groups to ensure more inclusive planning outcomes				OT
Recognise cultural values, especially Aboriginal, and strongly promote those values as integral to Ballarat through the Historic Urban Landscape approach				OT
Ensure fair and consistent planning controls are applied to new and emerging religious, social and cultural centres as the city diversifies.				OT

Residential Development

Guidance on the Future of Convenient Living Locations

Embed housing overview map into revised Local Planning Policy Framework of the Ballarat Planning Scheme, to highlight strategic support for infill opportunities				OT
Undertake local structure planning for convenience living corridors, to determine the best mechanisms to affect real change in these targeted areas				\$\$\$
Embed the structure planning into the Ballarat Planning Scheme				OT
Continue support for diverse housing development across residential areas of Ballarat				OT
Continue to encourage infill development in identified areas, which is supported under additional controls				OT
Continue to pursue opportunities to make it easier for infill development to occur in identified, including by further implementing recommendations of the Ballarat Activity Centres Strategy 2011 and making other policy choices available to Council				OT

Guidance on the Future of Strategically Important Development Areas

Recognise 'strategic investigation areas' in the Local Planning Policy Framework (LPPF)				OT
Investigate the long-term potential for these sites for an alternative land use, potentially including housing				\$\$\$
Identify opportunities to work with landowners and key stakeholders to clarify the long-term future for these areas				\$\$

Short	Medium	Ongoing	Long - term	Resources
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Guidance on the Future of Greenfield Development

Continue full build-out of Ballarat West Growth Area, as the focus for greenfield growth in Ballarat					\$\$\$
Undertake feasibility assessments on potential greenfield growth options for Ballarat, following Ballarat West					\$\$\$
Formally adopt criteria for assessing greenfield development applications					\$
Engage with local communities to determine local values in areas with the potential for significant land use change					\$
Continue to implement the Development Contributions Plan that already applies to the Ballarat West Growth Area					\$\$\$
Require future greenfield growth areas to incorporate a Development Contributions Plan as a pre-requisite for development					OT
Avoid ad-hoc and unplanned greenfield developments					OT
Refuse applications which do not meet Ballarat's strategic future direction, particularly where the proposal is for land that does not support the guiding principle of the '10 Minute City'					OT
Continue to recognise greenfield growth as an important part of the Ballarat housing market, but recognising the benefits of transitioning future growth towards a more compact city structure through encouraging convenient living locations					OT

Guidance on the Future of Dispersed Settlement and Township Areas

Undertake local area planning for township areas, to determine their long-term aspirations, opportunities and challenges related to housing growth and change					\$\$\$
Consider the regional supply of land for rural lifestyle housing, including in Ballarat and adjacent shires, when considering applications for additional supply					OT

Housing Form and Diversity

Protect the Unique Character of Ballarat

Improve the promotion and compliance with landscape character area requirements in all new development					\$
Work with cemetery trusts to identify their long-term economic and practical needs, including land, technology and governance					OT
Undertake local area planning through consideration of local values					\$
Improve the built form quality of medium and higher density development in Ballarat through policy, guidance and pilot opportunities					\$

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Short	Medium	Ongoing	Long - term	Resources
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Support Affordable and Community Housing

Engage with State Government and other key stakeholders to provide leadership in addressing the provision of social and affordable housing opportunities in Ballarat					OT
Continue to engage with the private sector and State Government on opportunities for pilot projects of social and affordable housing					OT
Continue to encourage the provision of affordable, diverse housing opportunities across the municipality					OT

Plan for Affordable and Diverse Housing appropriate for an Ageing and Changing Community

Continue to plan for an ageing population, and the significant implications this has for land use planning and the built environment					OT
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A More Sustainable Transport Network

Build a less Car-Dependent Community with a more Sustainable Transport System

Develop a sustainable transport strategy for Ballarat to help guide the long-term transition to a more sustainable transport system					\$\$
As the population grows, deliver a long-term transition away from car dependency					\$\$\$
Establish and collect a suite of transport data to monitor the success of the Ballarat Strategy and Sustainable Transport Strategy transport initiatives					\$\$\$

Ensure Land Use supports the viability of Frequent Public Transport

Recognise the long-term aspiration for high frequency public transport connections in the revised Local Planning Policy Framework of the Ballarat Planning Scheme					OT
Continue to work in partnership with Public Transport Victoria and other key stakeholders to improve the convenience, legibility and frequency services of public transport					OT

Support a High Quality Walking and Cycling Network to improve Local Accessibility

Progress a user focussed cycling network for Ballarat through the development of the Ballarat Sustainable Transport Strategy					\$\$\$
Undertaken pilot projects to implement a Neighbourhood Links program that improves walking and cycling opportunities from homes to key local destinations					\$\$\$

Plan for Future Transport Capacity and Demand

Partner with the State and Federal Governments to deliver all stages of the Ballarat Western Link Road					\$\$\$
Partner with the State Government to investigate the long-term potential for road connections, including Buninyong bypass, Yankee Flat Road to Geelong Road and Mount Clear/Mount Helen to Sebastopol					\$\$\$

Short	Medium	Ongoing	Long - term	Resources
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Plan for Future Transport Capacity and Demand

Investigate pilot opportunities to trial park-and-ride facilities in Ballarat	✿	✿			\$\$\$
Review Ballarat's parking policies. The review will support a transition from car-based planning to a more holistic people-focused transport network and consider both supply and demand management	✿	✿			\$\$
Continue implementation of the recommendations of the Ballarat CBD Parking Strategy 2011			✿		\$\$
Pursue external funding opportunities to assist in provision of additional off-street car-parking, as identified in the Ballarat Regional Capital Plan 2014			✿		\$\$\$
Consider potential for a Buninyong Bypass as part of Local Area Planning for the Buninyong Township			✿		OT

Make better use of Existing Transport Infrastructure and Network Capacity

Partner with the State Government to increase take-up of existing public transport services	✿	✿			OT
Collaborate with the State Government to improve the efficiency and capacity of our existing roads and public transport network through the use of new technology	✿	✿			OT

Support Improved Connections within the Region and to other Key Jobs and Business Markets

Collaborate with the State Government to increase the frequency of train services to Melbourne, and provide more frequent and convenient public transport connections to key regional destinations such as Geelong and Bendigo	✿	✿			OT
Support delivery of key regional transport priorities identified in the <i>Central Highlands Regional Transport Strategy (2014)</i> and <i>Central Highlands Regional Growth Plan (2014)</i>	✿	✿			\$\$\$
Monitor changing long-term market demands for an unencumbered Ballarat airport			✿		OT
In partnership with key regional stakeholders, investigate potential sites for a full scale regional airport offering freight and passenger services, and put planning controls in place to ensure such a facility remains unencumbered over the long-term				✿	\$\$\$

Improve the Efficiency of Moving Freight

Identify and protect long-term rail freight intermodal sites that can come on line once the Ballarat West Freight Hub is fully utilised	✿	✿			\$\$\$
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Historic Urban Landscape

Manage Ballarat's Unique Heritage, Landscape and Character as an integrated Historic Urban Landscape

Develop a Historic Urban Landscape Implementation Strategy which identifies how best to engage communities, cultural organisations and businesses in understanding and creatively interpreting Ballarat's Historic Urban Landscape	✿	✿			\$
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Continued on page 282

Short	Medium	Ongoing	Long - term	Resources
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Manage Ballarat's Unique Heritage, Landscape and Character as an integrated Historic Urban Landscape

Develop integrated local area plans and policies that articulate acceptable levels of change in sensitive areas					\$
Capture and record Ballarat's distinctive and valued features					\$\$
Undertake pilot projects to bring together local communities to better understand their local values, and identify the key values that should underpin development over the long-term					OT
Identify barriers to adaptive reuse and take action to address them					OT
Through Council's Investment Facilitation, Heritage and Planning functions, continue to work with property owners to encourage adaptive reuse and sympathetic development of heritage places that enhances their heritage values					OT
Continue to provide leadership to better manage heritage and historic values in our growing city					OT
Refine existing and develop new participation processes to deliver effective integrated local area planning					OT
Embed the principles of the Historic Urban Landscape approach in everyday decision-making and the core business of City of Ballarat in managing change. This will include progressively improving business processes and providing support tools to Council officers					OT
Continue engagement with the academic sector, business and local communities to enhance historic urban landscape tools and deliver historic urban landscape research relevant to Ballarat's particular challenges and opportunities					OT
Develop and integrate strategies to attract creative investment that builds on Ballarat's valued points of difference					\$
Engage with communities to understand their local values, as part of the core business of managing change across the Municipality					OT
Develop tools to ensure the capture of dynamic local values and landscape features are sustained into the future					\$\$
Identify specific adaptive reuse opportunities during strategic planning projects					OT
Continue to invest in public areas (for example street landscaping works) to help stimulate business investment and enhance historic urban landscape values					\$\$\$
Expand the range of data and tools available to help landowners, developers and land managers manage our heritage places					\$\$
Continue to provide guidance and support to property owners to undertake sympathetic restorations of heritage places					OT
Continue to seek partnerships and collaboration opportunities to interpret of Ballarat's rich cultural landscape, for example in collaboration with Ballarat's arts community					OT
Continue to work with researchers and other organisations and obtain grants to expand new technology to tell the Ballarat story in new and innovative ways					OT

Biodiversity

Short	Medium	Ongoing	Long - term	Resources
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Pursue Regional Solutions to the Management of Landscape Values and Biodiversity

Undertake an inventory of biodiversity assets in the Ballarat Municipality					\$\$
In partnership with key regional stakeholders, develop a regional response to better manage biodiversity, including development of a biodiversity conservation strategy					\$\$
Support local communities to improve streams, habitat areas and public land in local neighbourhoods					OT
Continue to build our understanding of biodiversity and ensure that biodiversity is considered in decision-making by integrating findings in online open access mapping tools (such as www.visualisingballarat.org.au) and in internal processes					OT
Pursue and expansion of the biodiversity assets of the Municipality so development expands rather than degrades the range of biodiversity assets across the Municipality					OT
When new information becomes available, review relevant planning controls (e.g. Rural Conservation Zone, Environmental Significance and Vegetation Protection Overlays) to ensure they remain relevant, accurate and useful in the appropriate preservation and enhancement of biodiversity values					\$\$

Protect and Enhance the Natural World in Urban Areas

Develop an Urban Forest Strategy to better manage Ballarat's urban forest					\$\$\$
Develop a network of Living Corridors to be managed as important natural connections through the urban landscape, as part of the Urban Forest					\$\$\$
Support local communities to participate in tree-planting in their local communities					OT
Support landowners to improve biodiversity values on their land					OT
Support ongoing improvement to the existing trail networks which provide living corridors across the Municipality					\$\$
As part of the Urban Forest Strategy, review planning controls to identify opportunities for new development proposals and planning applications to increase tree canopy coverage on private land.					OT

Open Space

Improve the Provision of Quality Open Space to achieve Environmental, Social, Cultural and Economic Benefits

Continue implementation of the key recommendations of the BOSS, to ensure future additional residents continue to have access to appropriate open space areas					\$\$
Develop landscape and management plans for specific open space reserves, as recommended by the BOSS					\$\$
Continue to enforce the open space requirements of the Ballarat West and Alfredton West Precinct Structure Plan areas					OT

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Water



Short	Medium	Ongoing	Long - term	Resources
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Improve the Provision of Quality Open Space to achieve Environmental, Social, Cultural and Economic Benefits

Develop a master Plan for Victoria Park to support the community's vision and to guide development priorities for funding and capital investment in the Park					\$\$
Develop a Lake Wendouree Activation Strategy to guide the future use and management of this important heart of Ballarat					\$\$
Recognise community expectations for short-term funding allocations associated with the adoption of landscape master plans					\$
Support local communities to encourage community led initiatives for the stewardship and management of waterways, habitat areas and public land with natural values (refer Initiative 5.7)					\$
Support ongoing improvement to the existing trail networks which provide living corridors across the Municipality (refer Initiative 5.8)					\$\$
Require all future growth areas to embed open space requirements into Precinct Structure Plans for those areas.					OT
Review the overarching open space strategy for Ballarat so it responds to contemporary demographics, housing trends and typologies					OT
Work with the community to establish the core values of Lake Wendouree and review planning controls to ensure that inappropriate development cannot diminish the character and views of the lake precinct					\$

Support Regional and State Based Sustainable Water Management Approaches

Partner with key water management stakeholders to pursue regional and catchment scale approaches to better managing our water resources					OT
Continue to work towards reducing Council's potable water consumption per capita to 40% below 1999/2000 (pre drought) levels					OT
Continue implementation of Water Sensitive Urban Design and other water management approaches to minimise Council water usage over the long-term					

Ensure Sustainable Water Management of the City through Urban Design and Operational Programs

Develop and implement a Green Infrastructure Strategy to guide the future direction of water management initiatives in the built environment of Ballarat					\$\$\$
Require precinct structure plans for new greenfield areas, which requires targeted consideration and design responses to water efficiency and whole-of-water-cycle management					OT
Develop and implement a Green-Blue Infrastructure Strategy					\$\$\$
Continue to embed whole-of-water-cycle-management as a fundamental principle of growth and development in Ballarat					OT
Continue to assess opportunities to intercept and utilise excess stormwater runoff within the urban environment to support the establishment of green infrastructure and provide the environment for these community assets to thrive all year round, including in times of below average rainfall					OT

Short	Medium	Ongoing	Long - term	Resources
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Ensure Sustainable Water Management of the City through Urban Design and Operational Programs

Continue to measure, report and revise targets for the use of mains water supply and the use of alternative water sources for managing community assets such as irrigated public open spaces, sporting precincts and other green infrastructure				OT
Continue to work with industry to share ideas and emerging technologies that improve asset management practices and increase asset performance				OT
Continue to investigate opportunities to reduce mains water consumption through stormwater harvesting, treatment and reuse opportunities, including where stormwater harvesting infrastructure supports mutually beneficial outcomes for managing excess stormwater runoff				OT
Continue to engage with industry stakeholders through Council's water resources advisory committee to provide direction to the City of Ballarat and its community in relation to sustainable water resource management				OT
Continue to develop and implement domestic wastewater management plans to enable effective planning for the type of settlement and economic activity that can occur in these areas				\$\$

Flooding

Manage the Risk of Flooding through avoidance where possible, adaptation where necessary

Complete flood studies for the Canadian Creek and Burrumbeet Creek catchment areas and implement relevant planning controls into the Ballarat Planning Scheme					\$\$
Continue identifying, mapping and modelling the extent of urban flood risks for existing and proposed urban areas					\$\$
Implement detailed floodplain mapping and flood intelligence information for the Burrumbeet Creek floodplain into the Ballarat Planning Scheme					\$\$
Work in partnership with catchment management Authorities to deliver improvements in planning and management of the valuable floodplains, waterways, drains and open spaces					OT
Continue to support the implementation of Regional Catchment Strategies of the Glenelg Hopkins CMA, Corangamite CMA and North Central CMA, which are important partners in water management in Ballarat					OT
Work in partnership with catchment management authorities to establish the strategic priorities floodplain management in Ballarat and incorporate these priorities into Regional Floodplain Management Strategies					OT

Land and Soil

Ensure Appropriate Management of Land and Soil Resources

Partner with State Government Agencies, private landowners and other stakeholders to support their efforts to rehabilitate degraded land					OT
Continue to enforce relevant planning controls to prevent degradation of vulnerable areas					OT

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Short	Medium	Ongoing	Long - term	Resources
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Ensure Appropriate Management of Land and Soil Resources

Undertaken regular reviews of relevant planning controls to ensure they remain relevant, accurate and useful in the appropriate management of land and soil resources				OT
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Agriculture

Ensure Ongoing Management of Agricultural Land for Agriculture and Food Security

Continue to apply the Ballarat Rural Land Use Strategy (2010) to the management of agricultural land				OT
Review rural land use policy to ensure it continues to appropriately manage agricultural land in alignment with future values and aspirations for the agricultural sector				\$\$
Engage with Rural Councils Victoria and other key stakeholders to identify statewide opportunities for better managing rural interface areas				OT

Sustainable Energy

Improve the Sustainability of Energy

Collaborate with all levels of government and other key stakeholders to support the improved regulation of energy efficiency in housing in Victoria				OT
Utilise renewable energy where possible, either directly through installation of solar power, bioenergy or co/tri-gen systems in Council facilities, and/or through purchasing green power				\$\$
Pursue opportunities for Ballarat to develop on its advanced manufacturing and technology strengths to become the renewable energy capital of Victoria				OT
Continue to embrace opportunities to reduce the per capita energy consumption of Council operations				OT
Collaborate with all levels of government and other key stakeholders to support increasing use of renewable in energy by business, government and the community				OT
Support community awareness and engagement programs that incorporate principles of energy efficiency and sustainable living				OT
Undertake participatory processes to ensure renewable energy solutions are supported by local communities and can attract investment				OT

Waste and Contamination

Reduce Waste taken to Landfill and associated Community Impacts

Continue to educate the Ballarat community on the significant environmental and economic costs of waste taken to landfill, to support a trend reduction in per-capita waste generation and 65% reduction in waste volume by 2040				\$\$
Support initiatives to reduce the amount of greenwaste sent to landfill				\$\$\$

Short	Medium	Ongoing	Long - term	Resources
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Proactively Reduce Noise Impact and Air Emissions

Recognise in decision-making the importance of noise and air emissions on quality of life and amenity of residents and visitors					OT
Identify Ballarat's valued soundscapes and recognise these in our planning for future growth and change					\$
Monitor general noise and air quality as key health and amenity measures of the city					\$\$

Climate Change Impacts

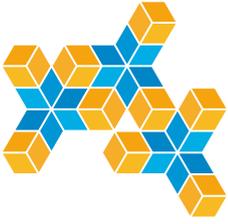
Collaborate to adapt to a Changing Climate

Partner with all levels of government, the private sector and communities to collaboratively deal with the challenges of climate change adaptation					\$\$\$
Develop a Council Energy Action Plan to ensure ongoing Council initiatives to reduce reliance on fossil based fuel sources and increase energy efficiency					\$\$
Develop a public lighting plan to ensure efficient use of lighting across the city and improve the visual amenity and safety of our public					\$\$
Continue to collaborate with all levels of government and local communities to support communities become more resilient to the inevitable challenges ahead from a changing climate					OT
Collaborate with Aboriginal stakeholders and key agencies to appropriately deal with climate change impacts on indigenous sites and cultural elements					OT
Work to understand the vulnerability of the historic urban landscape in all its forms to climate change so as to put in place proactive strategies to build resilience					OT

Sustainability

Embed Sustainability as a part of everyday Decision-making

Apply triple bottom line assessment to all aspects of Council business					
Ensure training to all council and senior staff on how sustainability can assist Council business					OT



Today Tomorrow Together

The Ballarat Strategy Our Vision for 2040



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The Ballarat Strategy reflects the shared ideas and aspirations of all individuals and groups involved in Ballarat Imagine, Ten Game Changing Questions, and the Preliminary and Draft Ballarat Strategy consultations. The contributions of enthusiasm, knowledge and expertise have been invaluable as the Strategy has been developed and refined towards this final version.

With thanks to all staff of City of Ballarat, submitters, Government Agencies and members of the community who have shared their assistance, guidance, ideas and passion for Ballarat's long-term future through the development of this long-term vision for the future.



Today Tomorrow Together

The Ballarat Strategy Our Vision for 2040



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More information and a downloadable version of the Ballarat Strategy is available on Council's website at

 www.ballarat.vic.gov.au/haveyoursay