

Ballarat Clarendon College

Sturt Street Campus Master Plan 2017 - 2030



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Ballarat Clarendon College
Years 5 - 12

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Overview

This Master Plan provides a framework for the future evolution of the Ballarat Clarendon College Sturt Street campus over the next 13 years. The Master Plan outlines:

- the vision and key principles for the campus;
- opportunities for continuous improvement of campus facilities and associated education outcomes;
- the issues and constraints currently experienced at the campus;
- strategies to combat these issues and constraints in the future; and
- a sequencing approach for these changes to be implemented.

The key focus for the evolution of the campus is the continuous improvement of facilities, heritage assets, safety, amenity, presentation to adjoining streets and future functionality.

The Master Plan has evolved from previous work completed by Williams Boag Architects in 2003, which set the direction for the ongoing physical development of the campus. Since then Ballarat Clarendon College has completed many of the site improvements contemplated in the 2003 plan.

As new priorities have been identified and Clarendon has continued to grow, the way education is delivered on the site has evolved over time. Clarendon's focus and direction for the future needs of the campus are now articulated through this latest version of the Master Plan.

It is intended that, following exhibition and public review of the Master Plan as part of the planning process, the Master Plan will be finalised and endorsed by the City of Ballarat as the responsible authority to guide the future use and development of the campus.



Purpose

The purpose of the Master Plan is to achieve the following:

- to continually improve the quality of facilities and education offered to students;
- to identify the required built form and open space improvements to the campus with an emphasis on the increasing importance of physical activity;
- improve presentation of the campus to Sturt Street and help to create a quality streetscape along its entire Sturt Street frontage;
- improve the school entry and sense of address;
- improve campus safety and access;
- provide a clear and explicit understanding for the surrounding community and the City of Ballarat as to the future growth and development of the school;
- clearly identify the land holdings of Ballarat Clarendon College and guide retention of existing built form and location of future facilities;
- ensure the education demands of an increasing population in Ballarat and the region can be met;
- improve access, traffic and parking at the campus;
- improve the amenity and functioning of Clarendon's internal gathering spaces;
- improve the future functionality of the campus within the urban fabric of Ballarat as a core facility in the Ballarat Education cluster; and
- facilitate transparent decision making.

Background Documents

The following consultant reports have been prepared as part of the Master Plan process, and should be read in conjunction with this Master Plan document:

Town Planning Report - SED Advisory

Campus Master Plan Drawings - Williams Boag Architects

Traffic Impact Assessment - One Mile Grid

Heritage Assessment - Bryce Raworth Pty Ltd

Landscaping Plans - MDG Landscape Architecture

Economic Impact Assessment - SED Advisory

Contribution to Regions and People Report - SED Advisory

Consultation with the surrounding community began in November 2016 and has informed the design responses of the Master Plan.

Philosophy and Purpose

The strategic goal and purpose of Ballarat Clarendon College as set out in its Planning documentation is:

The bold and enduring pursuit of high performance learning.

Throughout a student's time at Ballarat Clarendon College the school's focus is to

maximise their competence, skills and capacity so that, at the end of school, when they stand on the threshold of their future, they can choose their 'heart's desire'.

Ballarat Clarendon College is:

Purposeful about learning in all contexts.

To achieve this philosophy and deliver its purpose, Ballarat Clarendon College has prepared this Master Plan document as a guide to the future growth and development of the College.



Our Core Strength

The success of Ballarat Clarendon College is grounded in a deep understanding of the context and conditions that create the opportunities for high performance learning.

This is based on four key elements, which underpin the creation and achievement of high performance learning:

Expectation

The bar is set high, based on the fundamental belief that all students and staff are capable of learning and growth. The pursuit of knowledge and understanding (intellectual, physical and social) is a challenging endeavour; it requires discipline, persistence and commitment. If the bar is set high, people will aspire and achieve far beyond what they believe is possible. Such achievements build confidence, which inspires and motivates further learning.

Process

Learning requires rigorous and disciplined processes. The application of such processes, which inform instructional practice, pedagogy and mindsets, is grounded in a rich and valid research base that fosters the optimal conditions for learning.

Accountability

All students and staff are accountable for the learning and there is parity of responsibility for the achievement of learning outcomes. The growth in student learning is not only viewed through the lens of the individual's capacity and willingness, but also the practice, capacity and commitment of the staff. As such, staff are engaged in becoming better learners, constantly reflecting, adapting and building their capacity.

Transparency

Transparency creates openness and the opportunity to show expertise. Clarity and visibility of practices, responsibilities and outcomes are keys to building knowledge, understanding and accountability. It also instils in all members of the community a mutual respect for the commitment to learning, which in turn motivates all towards the achievement of high performance learning. Each student is entitled to the highest quality learning and so the range in effectiveness among classes must be minimised.



Ballarat Clarendon College historic main building designed by P.S. Richards



Ballarat Clarendon College Then And Now

Sturt Street Campus History

To understand the future direction of Ballarat Clarendon College, it is important to understand its history. This section of the Master Plan provides a snapshot of the history of the College and sets the scene for the future planning of the campus.

Ballarat Clarendon College is Victoria's fifth oldest private school and celebrated its 150th year in 2014. It is the product of a merger in 1974 between two old Ballarat schools: Ballarat College, which was established in 1864, and Clarendon Presbyterian Ladies College, which was established in 1876.

The current campus at 1425 Sturt Street, Newington, was designed by renowned Ballarat architect P.S. Richards and opened in 1912. The original College buildings - those designed by P.S. Richards or completed to his original plan - are listed as State Significant on the National Trust Heritage Register. The campus forms

an integral part of the historically significant Sturt Street boulevard and education cluster.

Over the past 100 years, the campus has been systematically improved and developed to effectively cater for the changing needs of students. As such, Ballarat Clarendon College has evolved over time and continues to be one of the leading education providers in Victoria.

In the early 1990's the middle and senior school campuses merged with the relocation of the senior school to Sturt Street, with the junior school moving to the Mair Street campus. Since 2000 the Sturt Street campus facilities have been improved systematically, including the new HG Morrow Visual Arts Centre, Elsie Morison Performing Arts Centre, Darrell J Fraser Library and additional classrooms. The most recent addition to the campus is the Rowena E Coutts Science Centre fronting Ajax Street.



Dumbarton Girls Boarding House

The College Today

Ballarat Clarendon College is an exceptional school and has been recognised by the Weekend Australian as the top performing regional school in Australia for the last three straight years (2014, 2015, 2016). It has achieved this title by choosing to be different and to lead.

As a result, it has made considered and disciplined choices that distinguish it as a school where:

- every student is encouraged and enabled to be aspirational, to strive for excellence and to achieve;
- options for future pathways are maximised for each student;
- teachers are exceptional professionals, dedicated to the progress of every student and their own development;
- teachers themselves have access to a sophisticated professional support process;
- evidence, rigour and objectivity underpin the design and delivery of every learning moment and experience for both students and staff;
- continuous improvement is the natural operating rhythm – Clarendon is a learning organisation for both students and staff; and
- ambitious capability – what can be achieved with good teaching, support and challenge – is actively developed in every student.

Ballarat Clarendon College is a school where learning comes first. It is a coeducational school enrolling students from Early Learning to Year 12. Clarendon has a Junior (ELC to Year 4) campus in Mair Street, Ballarat, a Years 5 to 12 campus in Sturt Street, Ballarat and a third campus on King Island.

Most students live in Ballarat and surrounding districts and attend as day students. However, there are 150 boarding places which are filled by students mainly from regional Victoria and southern New South Wales, supplemented by a small number from overseas.

As a school, it is focused on learning, in all contexts. Students are provided with a comprehensive range of learning experiences, both in and out of the classroom.

The school has achieved a fine academic record over the last ten years and based on VCE exam results and NAPLAN data it has been consistently the highest-performing regional school in Victoria and at a national level.

Simply put:

At its core, Clarendon is a place of high performance. A place that consciously cultivates the capacity and potential of every student and staff member.



Ballarat Clarendon College's Future

Ballarat Clarendon College's Future

To continue the culture of high performance and to maintain its position as a leading school in Australia, it is important to understand the present and future context of Ballarat Clarendon College. According to the latest available forecasts (*Victoria in Future 2016*) Ballarat's population growth will exceed 136,900 residents by 2031, representing an increase of around 40,000 residents over the next 16 years. This equates to an average annual growth rate of 1.9 per cent over this period, exceeding that of Victoria, which is forecast to achieve a population growth rate of 1.6 per cent. Based on this predicted population growth, an increase of 40,000 residents in Ballarat represents approximately an additional 2,100 residents in the 11-17 age groups, each of whom will need appropriate schooling and education services.

The campus facilities must evolve to effectively meet the changing needs of the community in both academic and physical activity. Whilst predicting the absolute number of future students at Clarendon is a difficult exercise, it is a certainty that as a consequence of population growth and the school's reputation, student numbers will naturally grow and, as such, the Sturt Street campus needs to adapt to changing needs.

To facilitate this natural growth, it is important to look at the issues currently facing the campus and restricting Clarendon's ability to respond, change and adapt to the changing face of education and the changing needs of its students.

Issues Affecting Future Capacity of College

The issues affecting the ability of Ballarat Clarendon College to respond to future demand and the evolving needs of education can be summarised as follows:

- Inefficient integration and use of buildings and land within the campus;
- Uncertainty regarding the campus boundary and the future use of certain assets in Clarendon's control;
- A formal entrance point which is not central to the campus and does not lead to a focal point or sense of address;
- Inadequate outdoor sports facilities to meet physical education expectations, both in terms of size and quality;
- Lack of appropriate surfaces for delivery of outdoor physical education in all seasons;
- Safety issues and campus protection, particularly given the pedestrian easement through the centre of the campus;
- Poor presentation to Sturt Street, particularly the tennis courts and flat/carport structure;
- No designated outdoor meeting or focal point within the campus;
- Inadequate drop-off and pick-up facilities on key access streets;
- A lack of on-site car parking for staff; and
- Planning controls which do not clearly facilitate the natural growth of Ballarat Clarendon College in a form that is effective or appropriate for the purpose of a school.

These issues, coupled with feedback received from the neighbouring community, have informed the philosophy underpinning preparation of the Master Plan and are discussed in more detail below.

It is important to note that this plan is not encouraging major expansion of Ballarat Clarendon College or its grounds, but rather seeks to facilitate and make clear the physical changes required to be made to secure the campus within its current boundaries now and in the future.

Discussion & Response to Issues

Zoning Discrepancy

Land in Ballarat Clarendon College's ownership is outlined in blue below. At present, part of the land is contained within Schedule 5 to the Special Use Zone (SUZ) and part within the General Residential Zone (GRZ1).

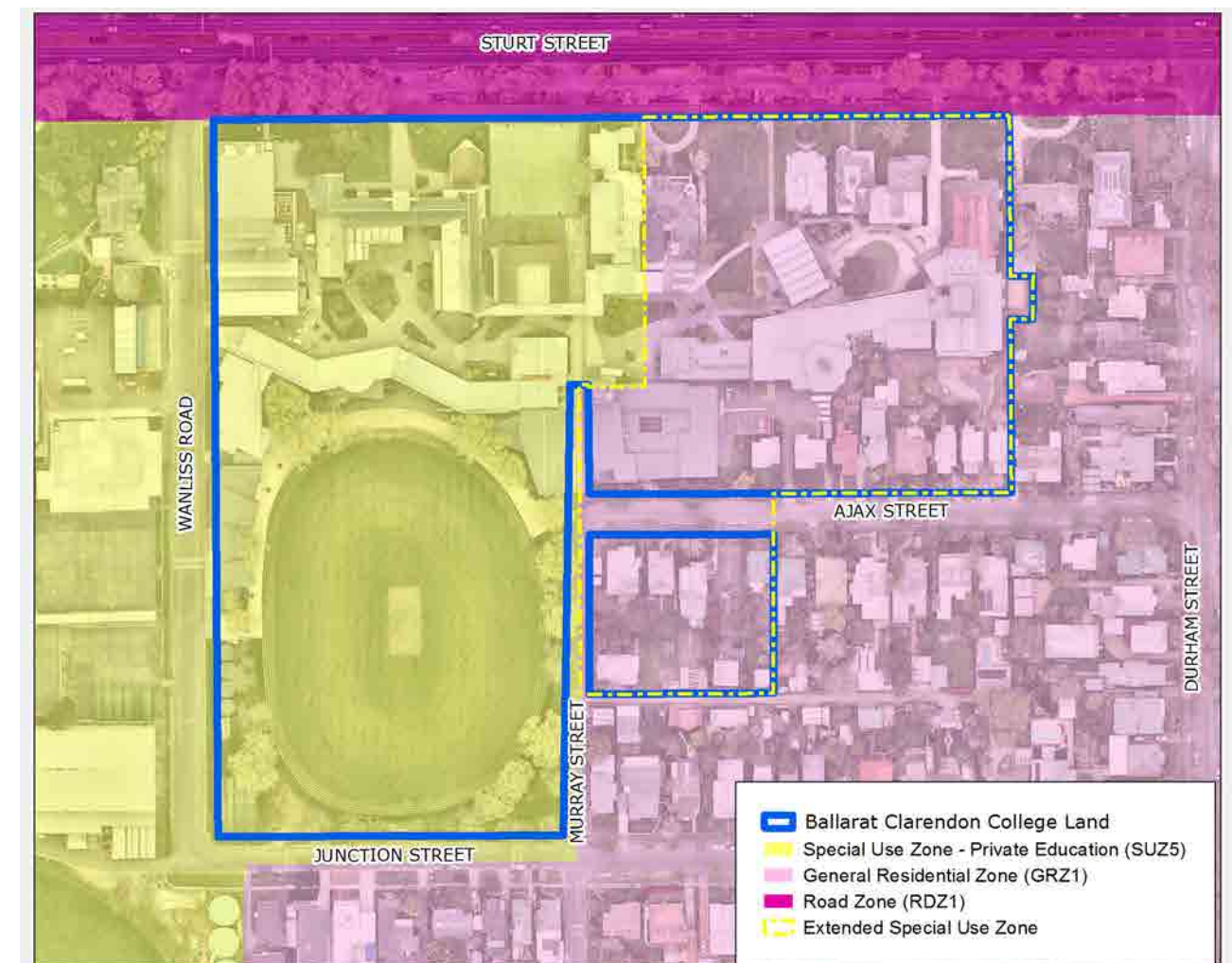
The SUZ provides for the use of land for the purpose of private education, whilst the GRZ1 aims to provide for moderate housing growth and allows a limited range of non-residential uses.

Clearly, the SUZ is the most appropriate zoning for the school site.

The discrepancy in zoning is a result of both incremental growth of the campus by

adaptive reuse incorporating heritage dwellings and new facilities such as the science centre, and a zoning anomaly resulting from the SUZ not reflecting the full campus area of the former middle school that formed part of the campus since the early 1990's.

Accordingly, to rectify the current discrepancy in zoning and to ensure that all land forming part of the campus is in a consistent zone control, the Master Plan seeks to apply the Special Use Zone across the whole of the school site. The new SUZ boundary will support transparent decision making into the future by clearly defining the campus boundary.



Ballarat Clarendon College Sturt Street Campus boundary and current zoning

Discussion & Response to Issues (cont'd)

Landlocked Site

The total area of land which is used for core educational purposes at the Sturt Street Campus is 5.6 hectares.

This total area of land represents a relatively small area in comparison to other public and private school campuses, particularly those which, like Clarendon, have a demonstrated commitment to healthy active students and to excelling in sporting competition. The campus, save for purchasing further residential properties, has no further ability to expand.

Table 1 shows a breakdown of the campus area of Clarendon’s Sturt Street campus in comparison to some similar schools. The table indicates the College is making very effective use of a comparatively

small campus area to provide excellent educational facilities, and demonstrates the current need for modern, adequately sized active open space facilities on the campus.

Ballarat Clarendon College is committed to the continued use of this iconic campus into the future, similarly for the junior campus in Mair Street; the College does not plan to grow beyond these two campuses in Ballarat in the foreseeable future.

Accordingly, the Master Plan creates a vision for the efficient and best use of the landlocked grounds and makes appropriate use of campus land in order to continue to deliver an exceptional education and high service standard to students and staff.



Rowena E Coutts Science Centre

School	Site Area (approx. ha)	Active open space area (approx. ha)	Open space Area %	Sporting/Open Space Facilities
Ballarat Clarendon College	5.6	2.1	37.5	1 oval, 2 multi-use netball /tennis courts
St Patrick’s College	12.0	6.0	50.0	2 ovals, 1 multi-use playing field, 9 tennis courts, 2 multi-use netball/tennis courts, 6 cricket nets
Ballarat Grammar	14.0	5.4	38.5	4 ovals, 2 netball courts, 5 cricket nets, 8 x 100m synthetic sprinting lanes, 4 tennis courts, 1 basketball court, multi use synthetic hockey /soccer pitch and 8 tennis courts
Ballarat High School	16.0	8.0	50.0	2 ovals, 2 basketball courts, 1 netball court, 2 cricket nets, 4 multi-use tennis/netball courts, 3 tennis courts
Ballarat Secondary College	7.0	5.0	71.0	2 ovals, 4 tennis courts, 2 multi-use tennis/netball courts, 1 playing field
Xavier College (Melbourne)	15.5	8.4	54.0	4 ovals, 29 tennis courts, 5 cricket nets, 1 basketball court, 1 athletics track,
Melbourne High School	4.5	2.2	48.0	1 oval, 1 soccer pitch, 2 tennis courts, 2 multi-use courts
Scotch College (Melbourne)	26.0	9.3	35.0	33 cricket nets, 3 ovals, 1 soccer pitch, 2 playing fields, 24 tennis courts

Table 1: Ballarat Clarendon College Sturt Street Campus area in comparison to other schools

The Master Plan ensures a campus footprint that can accommodate all future use and development needs of the College. Adequate provision is made for education, administrative and sports facilities, supported by improved parking, access and landscaping.

Preservation and activation of heritage assets are balanced with other core education facilities to ensure the long term functionality of the College on this site, in the heart of Ballarat’s education cluster.

The Master Plan aims at improving residential amenity in the immediate surrounds by making better use of non- residential streets and providing additional car parking on the campus.

Overall the Master Plan recognises the heritage values of the existing buildings and provides for the integration of new buildings and reuse of existing dwellings as part of the campus.

Discussion & Response to Issues (cont'd)

Student Numbers

The Ballarat population is growing at above state averages and Clarendon must plan for and respond to the growing demand and need for its services.

Given the campus is at its current student capacity, the school needs to think about how it could accommodate these projected growth numbers to enable it to continue to serve Ballarat from this site, as it has done for over a century.

Although it is not the school's intention to significantly increase its student and/or staff numbers, the Master Plan can accommodate up to 1,200 students by 2030, which represents growth less or equal to 1.5 per cent per annum. This

growth rate is lower than the 1.9 per cent annual population growth rate projected for Ballarat over the same period; if the school was to grow in line with predicted Ballarat population growth, student numbers would rise to over 1,300 by 2030 which is not the intent of the College.

The College is planning to accommodate demand focused on a balanced incremental growth strategy as opposed to expansionary growth. For this reason the Master Plan identifies the ways in which Clarendon intends to accommodate the projected demand resulting from growth in population on the campus in a way that has minimal impact on the amenity of neighbouring residential properties, whilst supporting the enhancement of Ballarat's education cluster.

Heritage

The Sturt Street Campus forms an integral part of the social and urban fabric of Ballarat. The campus has substantial heritage value both in built form (the original College buildings are listed on the National Trust Register and also incorporates extensive other locally significant heritage assets), and social significance as a cultural institution with more than 152 years of history.

Ballarat Clarendon College is Victoria's fifth oldest private school.

The key focus of the Master Plan is the preservation and activation of heritage assets, continuous improvement of facilities, safety, presentation to adjoining streets, and the future functionality of the campus within the urban fabric of Ballarat.

The Sturt Street frontage is the most prominent of the campus' street presences. Ballarat Clarendon College owns, uses and maintains a number of fine heritage buildings along its 300 metre Sturt Street interface. Ensuring the best possible presentation to this street is of utmost importance to

Clarendon as is its heritage responsibility to this streetscape.

The Master Plan seeks to demonstrate the steps Clarendon will undertake to improve this heritage interface and to enhance views to the significant heritage buildings on site. This includes the relocation of the existing tennis courts and Girls Boarding House, improved landscaped entrance and new boulevard street trees along the street frontage.

Care has been taken to retain the maximum number of dwellings in Ajax Street, including the relocation of one heritage dwelling on the campus. The active protection of these heritage assets, as with all heritage buildings on the campus, will be ensured through adaptive reuse for education and Clarendon related accommodation.

By considering the use of Clarendon's land holistically, conveyed through a Master Plan, the school can ensure the integration of all heritage assets into the functioning of the campus and safeguard its future.

Traffic and Car Parking

Vehicular access to the campus is currently provided from two locations with a porte-cochere type arrangement in front of one of the boarding house buildings accessed from the Sturt Street service road and a staff car park accessed from Ajax Street to the site's south.

Pick-up/drop-off activity occurs largely within the Sturt Street service road; however, Clarendon understands that a proportion of pick-up/drop-off activity also occurs on Murray Street and Ajax Street along the southern boundary of the campus.

A total of 17 formal car spaces are currently provided on-site (accessed from Ajax Street), with most of the school's parking demands satisfied by on-street parking along the Sturt Street service road.

As Ballarat Clarendon College looks to the future, it intends to formalise the pick-up

and drop-off locations for the campus (in particular Wanliss Road) and to provide an additional 31 off-street car parking spaces.

The Master Plan actively discourages the use of Ajax Street and Murray Street for any school-related pick-up/drop-off activity, improving the residential amenity for local residents. Demarcation of car parking along Wanliss Road and removal of redundant cross overs in Sturt Street will support the availability of on-street car parking in the education precinct.

These outcomes achieved through the Master Plan will address the future needs of the campus whilst improving parking and access arrangements, and general residential amenity which were key expectations identified through the consultation process.



Sturt Street view of the Dumbarton Girls Boarding House

Discussion & Response to Issues (cont'd)

Pedestrian Easement

A pedestrian easement traverses the campus between Sturt Street and Ajax Street along what was formerly a section of Murray Street. This easement is used as a public pedestrian access way and currently provides 24-hour public access through the core of the campus.

The pedestrian easement was originally registered on the title in 1990 when Ballarat Clarendon College acquired the land. The campus has become a holistic unit since the early 1990's through the consolidation of the middle and senior schools and facilitated by the closure of that section of Murray Street.

Although a public easement through a school was considered appropriate at that time, the College now considers the risks associated with public access through a school campus to be a serious concern and a potential liability issue. The risk is increased with potential access to boarding facilities on the campus.

Furthermore, legislation now dictates that Clarendon and City of Ballarat have increased responsibility and accountability

Formal Entrance and Wayfinding

The current formal entrance to the campus is located at the front of the Percy S Richards building, which was the first new school building developed on the site in 1912. As the campus has evolved over the last century, this building no longer represents the centre of the campus, nor does it lead to the heart of the campus or allow for convenient wayfinding to other destinations.

Whilst this was the appropriate arrival point when this was the main school building, and one to which the campus was focused and other development occurred around, it now only represents about 10% of the functionality of the campus and is located some 200 metres from other important buildings on the campus.

for the safety of students under its care. On 26 November 2015, the Victorian Parliament passed the *Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015* to introduce seven child safe standards (the Standards). The Standards apply to all organisations involved in child-related work in Victoria, including Clarendon and City of Ballarat, and one of the standards states that organisations must have strategies to identify and reduce or remove any risks to child safety.

The pedestrian easement through the campus has been identified by Ballarat Clarendon College as a major risk to students as well as exposing the school to being in breach of the Standards. Until the pedestrian easement is removed, Clarendon cannot conclude that it has reduced or removed this particular risk.

For these reasons, the Master Plan seeks to provide security measures to address ongoing student safety and to limit public access through the campus grounds.

For this reason, an alternative school entrance and "sense of address" is proposed as part of the Master Plan.

Open Space and Sports Facilities

There is an identified lack of outdoor sporting facilities on the campus for students to use throughout the year as part of the curriculum or during breaks.

The sports oval is a large space, however, it is not line-marked for alternative sports and its use must be limited during the wetter winter months. As a result, much of the Physical Education class time and physical activity during breaks takes place on the tennis courts fronting Sturt Street. These courts are poorly located (as discussed) and are also too small to accommodate enough students during breaks or to play sports on regulation sized pitches/courts.

Accordingly, the Master Plan has been prepared to show Clarendon's future vision for the provision of modern functional open space and sport areas for the school.

The multi-purpose all weather sports fields effectively doubles current capacity for use

during health and physical education classes, the sports program and during recess and lunchtime. The facility also has a direct student benefit through higher intensity levels during physical activity sessions as classes can spread out and use the greater area. Netball, tennis, basketball and mini-soccer can be accommodated. The relocated cricket practice nets provide for modern practice facilities that have multi-use for other sports such as hockey and soccer training, and the location of this facility allows for integrated use with the all weather sport fields.

The facility will increase the variety and quality of physical education provided to students during all seasons and support the College's focus on health and well-being. Each student will be assisted to meet the Australian Physical Activities Guidelines (APAG) through a combination of physical education classes, the co-curricular sports program and encouraging physical activity at recess and lunchtime.

Landscaping

The campus has a number of important and sensitive interfaces to other public and private land. The most prominent is at the front of the campus facing Sturt Street, where school-owned land meets the public road reserve for a distance of around 300 metres.

At present the majority of the school's frontage along Sturt Street presents pleasantly; however Clarendon does not consider the current flat, carport and tennis courts as appropriate inclusions in this streetscape. Accordingly, it is the intention of the Master Plan to see the buildings and structure demolished and for a soft landscaped response to welcome visitors and passers-by on Sturt Street.

Additional boulevard street trees will compliment the streetscape, provide shade

cover to existing car parking, and increase Ballarat's tree canopy in support of Council's urban forest initiative.

The landscaping treatment of the campus boundary along Ajax Street will complement the residential character of the street. In addition, the campus has sensitive interfaces to private residential land on Ajax Street and Junction Street. These interfaces will be appropriately landscaped (as shown in the Master Plan) and treated to provide a considerable buffer and transition between the school use and its surrounding residential neighbours. The landscaping along the boundary to the laneway will dramatically improve this interface to the surrounding residential area. Landscaping will also improve the south western interface of the campus at the new on-site car parks through a combination of new plantings and retention of mature trees.

Master Plan



Master Plan Key Principles

This section sets out the Master Plan and the key principles underpinning it.

1. Establishing a more central campus entrance and sense of address

The Master Plan shifts the main campus entry eastwards to a more central location which reflects the evolving use of the campus and, when fully implemented, will provide immediate orientation for visitors to Clarendon. The entry's detailed design will re-establish a prominent entry from Sturt Street that is more central and provides a sense of address to the campus facilities. Better controlled security will also be achieved via this new entrance.

The new entrance will consist of high quality landscaping including new boulevard street trees to compliment and enhance the Sturt Street interface and contribute to the improvement of the broader education precinct.

2. Future use of Clarendon owned properties in Ajax and Murray Streets

Ballarat Clarendon College owns and utilises 13 buildings addressed to Ajax Street, as well as No. 1 Murray Street. Six of these properties are located opposite the new Rowena E Coutts Science Centre on the southern side of Ajax Street, with the remaining properties on the northern side.

Recognising this property holding and incorporating it into the long-term vision for the school, benefits Clarendon and the surrounding area and provides certainty, ensures efficiency and improves amenity, both internally and externally, to the campus. The retention, relocation and adaptive re-use of the maximum number of contributory heritage dwellings, balanced with the educational needs of the College, will ensure net community benefit is achieved through the Master Plan.

3. New active open space

The existing oval will be retained and the addition of a new all-weather synthetic playing field will take pressure off it, especially during the wetter winter months. The all-weather sports playing field has been designed to obtain maximum benefit from the land available and ensure the interface between the campus and residential properties is improved. The playing area of the open space area is planned at 69 metres long by 46 metres wide, just short of the minimum for a full-sized soccer pitch. The area could contain, and is planned to be marked out for, one mini-soccer pitch, four basketball or netball courts and six tennis courts. The surface would be synthetic grass and surrounding the playing area would be a 3.6 metre high mesh fence to ensure sports balls would not escape. Extensive landscaping and an acoustic fencing along the southern and eastern boundaries of the area will ensure that any potential off-site amenity impacts are managed appropriately and the campus interface with the laneway is significantly improved.

4. New central open space

The new central open space, created concurrently with the construction of the Rowena E Coutts Science Centre and, now positioned on a direct axial relationship to the new entry, takes on greater symbolic importance on the campus. The significance of this "heart of campus" space is enhanced by its extension and connection through the campus to the south of Ajax Street.

The "heart of campus" space provides the focus and siting for all other new built form on the campus. As the Rowena E Coutts Science Centre and the Erindale Building orientate to the "heart of Campus" space, so will all new major buildings. The replacement Chapel (to be discussed further) will front this important central campus space, as will new administration, public reception and staff facilities.

5. New infill development/facilities

Removal of the concrete block veneer frontage of the Girls Boarding House and the adjacent carport will allow Dumbarton to be viewed from three sides along Sturt Street. This will provide a significant enhancement to the quality of the Sturt Street streetscape and complement the entry to the campus on the Murray Street alignment.

To continue the Sturt Street frontage quality upgrade, the existing Chapel building, which is small and inadequate for its intended use, will be removed and a replacement Chapel located elsewhere on the site. The existing Chapel is poorly-sited, under-used and located in an awkward position, meaning it is blocking views to the most prominent heritage building on campus. The Chapel will be replaced with a suitable and functional facility in a different location on the campus and will be replaced with a high quality landscaped open space area. This will be established between the front of the new main administration building and the Sturt Street frontage, connecting with the established landscape in front of MacFarland Hall. The Sturt Street frontage has been upgraded to the Wanliss Road

corner, with re-development of the Charles E Richardson Physical Education Centre.

Additional on-site car parking will ensure improved access and parking arrangements that support the future use and development of the campus. The new facilities will be appropriately landscaped to ensure an improved street frontage.

6. Improved public infrastructure

Improvements to the road and pedestrian network servicing the campus will be made to support the improved functioning of the College and local neighbourhood.

Key upgrades will include improved pick-up and drop-off facilities in Wanliss Road, works to Ajax Street and Murray Street, street tree planting and removal of redundant cross overs in Sturt Street, demarcation of on-street parking where appropriate, and the augmentation of the off-street pedestrian network along Junction Street and Wanliss Road to provide a safe pedestrian-friendly link to Sturt Street.



Mackinnon Wing

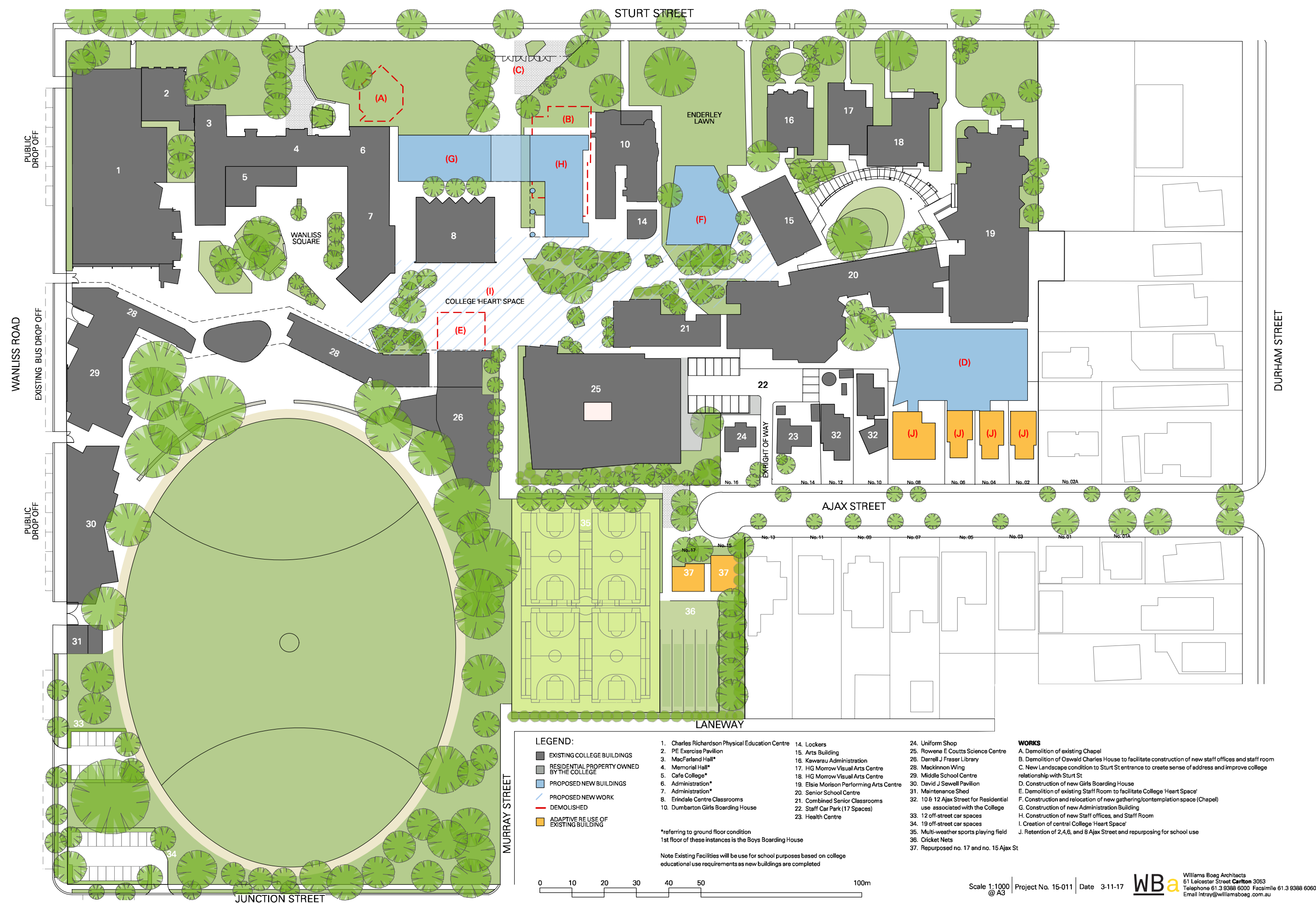
The Master Plan - Existing Conditions



The Master Plan - Stage One Works



The Master Plan - Potential Future Works



The Master Plan Final



Sequencing

Two sequencing diagrams form part of the Master Plan. They provide an indication of how the campus is proposed to be developed over the next 13 years and in what order. It is noted, however, that changes in future circumstances could modify the sequencing after Stage 1.

Stage One: Immediate works following planning permit and planning scheme amendment approval:

- Remove and relocate 21 Ajax Street, 23 Ajax Street and 1 Murray Street dwellings;
- Demolish the non-contributing dwelling at 17 Ajax Street;
- Relocate the dwelling at 19 Ajax Street to 17 Ajax Street and re-purpose for school use;
- Close parts of Murray and Ajax Streets;
- New multi-purpose open space sports playing fields, including relocated cricket nets;
- Remove pedestrian easement;
- Demolish existing tennis courts and flat/carport at Sturt Street frontage;
- New front entry landscaping and Sturt Street street trees;
- New drop-off and pick-up areas in Wanliss Road and reduce access via Ajax Street;
- New car park in the Wanliss Road /Junction Street corner; and
- New pedestrian footpath and street lighting along sections of Junction Street and Wanliss Road.

Potential Future stages: from year 3 to year 13 as funding allows:

- Construct new Girls Boarding House;
- Demolish existing Girls Boarding House (only once the newly constructed Girls Boarding House is functional);
- Build new entry building to include:
 - Administration rooms;
 - Classrooms; and
 - Staff room.
- Demolish existing staff room and commence expanded “heart of campus” space;
- Modify entry landscaping;
- Demolish existing class rooms and offices (No. 13 on Existing Campus Conditions drawing);
- Complete “heart of campus” space;
- Build new gathering/contemplation space (Chapel);
- Demolish existing Chapel;
- Finalise Sturt Street streetscape;
- New Sturt Street campus address and improved Sturt Street frontage;
- Upgraded Sturt Street presentation;
- New “heart of campus” space – focus of east-west link;
- East gathering space;
- West gathering space; and
- Utilise landlocked space.

Conclusion

- The Ballarat Clarendon College Sturt Street campus currently has a number of opportunities and issues which need to be addressed to ensure the continuous improvement of the education and facilities provided by the school at this location in the future.
- The Sturt Street campus is the school’s main campus, where children from the ages of 10 – 18 are educated. The campus began its development at this location in 1912. Ballarat Clarendon College is one of Ballarat’s major employers and accounts for a large proportion of the region’s economic and social capital.
- The Sturt Street campus does not have a current formally adopted Master Plan. This means the vision for the future use and evolution of the campus is not articulated for the City of Ballarat, the neighbouring community or the school itself. Similarly, there are no appropriate planning controls in place to support the future operation of the campus as an education facility.
- A Master Plan has now been prepared for the entire Ballarat Clarendon College Sturt Street campus and sets out the school’s vision for the campus until the year 2030. The Master Plan outlines the proposed site improvements to ensure the long-term viability of the campus and, informed by specialist assessments and consultation with the local community, balances a number of competing factors to deliver net community benefit.
- This application and associated Master Plan provides the opportunity for Ballarat Clarendon College, the City of Ballarat and the community to consider the issues which currently face the school, as well as the opportunities and benefits that can be realised by the implementation of an appropriate Master Plan.
- The application will apply the appropriate planning controls to the Sturt Street campus to facilitate its long-term evolution by providing a clear and transparent decision-making framework for the site. The campus would be controlled by holistic site zoning and guided by the adopted Master Plan.



Conclusion (cont'd)

- The application also seeks a planning permit to implement the first elements of the Master Plan as follows:
 - Development of an all-weather multi-purpose sports field in the place of three dwellings contributory to the heritage precinct;
 - Part-closure of Ajax Street and Murray Street to allow for the development of the sports field and to improve the internal functioning of the campus;
 - Removal of a pedestrian easement to improve security and access within the campus, including 24 hour security for boarders;
 - Removal of existing tennis courts and inappropriate structures within the Campus's frontage to Sturt Street;
 - The construction of two new car parking areas in the south-west corner of the campus;
 - Landscaping works to improve Clarendon's presentation to Sturt Street;
 - Landscaping works to create high-amenity interfaces with residential properties, Ajax Street and Murray Street;
 - New pedestrian footpaths along sections of Wanliss Road and Junction Street;
 - Formalise the pick-up and drop-off locations for the campus in Wanliss Road and actively discourage the use of Ajax Street and Murray Street for any school-related pick-up/drop-off activity, and
 - A traffic management plan to ensure improved traffic and access management outcomes for the campus.
- The Master Plan also details potential future facility and functioning upgrades, including the following:
 - A Girls Boarding House;
 - New administration, staff and teaching building;
 - Removal of existing staff room and class rooms to allow for a campus "heart space";
 - Relocation of the existing Chapel building; and
 - A new centralised formal entry point.
- The Master Plan is not part of an expansionary policy of the school and this application is not made to specifically facilitate growth beyond existing demand. The application seeks to allow for facility upgrades and the overall continuous improvement of the campus's functioning until 2030, catering for a potential 1,200 students. The Master Plan has considered incremental growth to ensure Clarendon can keep pace with expected future demand, in terms of student numbers. The campus currently has 985 students. If the school was to grow in line with existing growth rates, then estimated student numbers would reach between 1,130 and 1,200 by 2030.
- An Economic Impact Assessment outlines the financial benefits to the Ballarat economy of the school and the benefits associated with the implementation of the Master Plan and the two growth scenarios.
- A Traffic Impact Assessment concludes that the traffic implications of the proposed immediate works requiring a planning permit are acceptable. The assessment also concludes that the campus and surrounding road network could absorb the additional traffic and car parking associated with potential growth in student numbers.
- Designated drop-off and pick-up points will be encouraged for use through a traffic management plan shared with the school community. The traffic management plan and the design of proposed works aim to reduce traffic on Ajax and Murray Streets and divert it to Sturt Street and Wanliss Road.
- Schools have an increasing responsibility to ensure the safety of their students in modern times. The removal of the pedestrian easement through the heart of the campus will help Ballarat Clarendon College provide a safer environment for its students. Alternative routes are available for pedestrians to reach their desired destination, including via new footpaths along Wanliss Road and Junction Street to be provided at the school's expense.
- Whilst implementation of the Master Plan involves the removal of three and on-site relocation of one heritage dwelling, it is considered that the associated impacts are outweighed by the benefits of the all-weather multi-purpose sports field, improvements to Ajax Street and the Master Plan's positive social and economic implications for the Ballarat region. Furthermore, impacts of the removal of these dwellings are somewhat offset by the Master Plan's proposed improvements to the Sturt Street streetscape made possible by the relocation of the tennis courts to the new all-weather field.
- The Master Plan will ensure there are adequate controls for other heritage buildings within the campus. The Master Plan confirms the school's intention to retain and utilise it's existing heritage fabric within Ballarat's education cluster.
- The application has a high level of support from strategic planning documents, particularly the *Ballarat Strategy*. The plan for the campus, located in an established area with limited space for expansion, pro-actively addresses key issues to integrate the campus into the built form and cultural fabric of the city and ensure its long-term future.
- Implementation of the Master Plan will provide certainty about the future use of the land for education provision and will ensure the campus continues to make a valuable social and economic contribution to Ballarat and the region.

