



**Ordinary Council Meeting**

**30 October 2019**

Council Chamber, Town Hall, Sturt Street, Ballarat

**AGENDA**

**Public Copy**

**NOTICE IS HEREBY GIVEN THAT A MEETING OF BALLARAT CITY COUNCIL WILL BE HELD IN THE COUNCIL CHAMBER, TOWN HALL, STURT STREET, BALLARAT ON WEDNESDAY 30 OCTOBER 2019 AT 7:00PM.**

This meeting is being broadcast live on the internet and the recording of this meeting will be published on council's website [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au) after the meeting.

Members of the public attending this meeting may be filmed. By remaining in the public gallery once the meeting commences, members of the public give their consent to being filmed, and for the recording of them to be made publicly available and used by council.

Information about the broadcasting and publishing recordings of council meetings is available in council's broadcasting and publishing recordings of council meetings procedure which is available on the council's website.

## AGENDA

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**The next Ordinary Meeting of the Ballarat City Council will be held on Wednesday 20 November 2019.**

**1. OPENING DECLARATION**

**Councillors:** *"We, the Councillors of the City of Ballarat, declare that we will carry out our duties in the best interests of the community, and through collective leadership will maintain the highest standards of good governance."*

**Mayor:** *"I respectfully acknowledge the Wadawurrung and Dja Dja Wurrung People, the traditional custodians of the land, and I would like to welcome members of the public in the gallery."*

**2. APOLOGIES FOR ABSENCE**

**3. DISCLOSURE OF INTEREST**

**4. CONFIRMATION OF MINUTES**

**5. MATTERS ARISING FROM THE MINUTES**



## 6. PUBLIC QUESTION TIME

Note – all public representations will be heard before each item on the agenda.

### QUESTION TIME

- Question Time will be for a period of 30 minutes;
- Questions submitted must begin with the submitters name and suburb;
- No person may submit more than two questions at any one meeting;
- If two questions are submitted, the second question may be deferred until all other questions have been asked, or may not be asked if the time allotted for public question time has expired.
- A question may be disallowed if the chair determines that it:
  - Relates to a matter outside of Councils responsibility;
  - Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
  - Deals with a subject matter already answered;
  - Is aimed at embarrassing a Councillor or a member of Council Staff;
  - Relates to personnel matters;
  - Relates to the personal hardship of any resident or rate payer;
  - Relates to industrial matters;
  - Relates to contractual matters;
  - Relates to proposed developments;
  - Relates to legal advice;
  - Relates to matters affecting the security of Council property: and/or
  - Relates to any other matter which Council considers would prejudice Council or any other person.
- A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is taken on notice, the answer to it must be incorporated in the minutes of Council and a written copy of the answer sent to the person who asked the question: and
- A Councillor or the Chief Executive Officer may advise Council that an answer should be given in a meeting closed to members of the public and why.

### PUBLIC SUBMISSIONS

1. Representatives must register by 4:30pm on the day of a Council meeting by contacting the City of Ballarat on (03) 5320 5875. No unregistered public representative will be allowed to speak.
2. The Representative will be given three to five minutes to address the meeting, with extension of time at the discretion of the Chair.
3. Any Councillor can ask questions of the Representative.
4. The Chair may limit the number of representatives on any particular Agenda item.
5. All representations must relate to items on the Agenda and will be heard prior to each respective Agenda item.

## 7. REPORTS FROM COMMITTEES/COUNCILLORS

### 8. CHIEF EXECUTIVE OFFICER REPORT

#### 8.1. CHIEF EXECUTIVE OFFICER REPORT

**Division:** Executive Unit  
**Director:** Justine Linley  
**Author/Position:** Justine Linley - Chief Executive Officer

#### OFFICER RECOMMENDATION

**Council resolves to:**

1. Receive and note the CEO's Operational Report.

#### EXECUTIVE SUMMARY

The CEO's Operational Report highlights issues and outcomes affecting the organisation's performance as it delivers services and implements the Council's strategies and policy decisions.

#### RATIONALE

The Council of the City of Ballarat is responsible for setting the municipality's strategic direction. The CEO of the City of Ballarat is the sole employee of the Council and is responsible for establishing the organisational structure and resource implementation to achieve the objectives set by the Council. This operational report provides a greater level of access to not only the organisation's achievements, but also the challenges and issues confronting staff and officers in the delivery of services.

#### Key achievements, projects and events delivered:

##### Philanthropic Forum

In September City of Ballarat, in partnership with the Percy Baxter Charitable Trust and The Ballarat Foundation presented the Philanthropic Forum to more than 90 participants at the Ballarat Regional Soccer Facility. The event provided community groups with the information needed to access funding through the philanthropic sector and to also offered fantastic networking opportunities.

##### Creative City Strategy success with Fringe Benefits

The response to the call out to the music, performance and artistic community to participate in the first Fringe Benefits music event to support the Spilt Milk Festival has been overwhelming. Fringe Benefits will be a mix of free and ticketed events, activating venues, halls, shops and cafes from 12 noon till 12 midnight, 29 November 2019. This is the first of its kind for the city, where the City of Ballarat Arts & Culture unit is matching local performers to venues. More than 40 local performers and 20 venues have registered to take part in the inaugural festival. The Festival will also permit Council to host professional development activities for musicians and event producers alike, delivering on both the Live Music and Creative City Strategies.

Design thinking workshop – growth through collaboration in a global market

The City of Ballarat hosted a design thinking workshop involving 18 representatives from the food and beverage industry from Ballarat and the Grampians region working alongside a delegation of 13 industry representatives from Western Australia. The workshop's theme around industry growth through collaboration for success in the global market saw attendees working through ideas to grow the industry in Australia, to compete in a global market.

Feedback from attendees was very positive and City of Ballarat will work with industry and government representatives from Victoria and Western Australia who attended, to support the connections made and progress ideas and continued collaboration.

Bernard Salt – Ballarat into the future

In collaboration with the Digital Innovation Festival, we hosted renowned demographer and futurist Bernard Salt AM in Ballarat for two events in September. During the afternoon Bernard facilitated a workshop with City of Ballarat staff looking at identifying and solving community issues to support the continued prosperity of the municipality.

In the evening Bernard delivered a keynote address to over 200 business leaders and community members on Ballarat into the future. Bernard spoke to statistics and trends in population, demographics, business and industry. He highlighted the strong position Ballarat has in terms of its economy and lifestyle and spoke about opportunities for Ballarat to capture the younger population and to retrain the existing workforce to take advantage of the (primarily knowledge-based) industries that are booming in Australia.

Regional premiere of Ride like a Girl

The City of Ballarat in partnership with Transmission Films was proud to host the Regional Premiere of Ride Like A Girl. More than 550 general public members arrived at the Regent Cinema eagerly awaiting the screening. Following the film, attendees were treated to a Q&A with Michelle Payne and Producer Richard Keddie.

Startup Ballarat - 'Lift Your Game' Business Workshop for Digital Games Development Studios

In September, the City of Ballarat facilitated a workshop for local games development studios to assist them with understanding their business models and market opportunities. The workshop was delivered by Blue Raven, a coaching and mentoring organisation from Canberra that specialises in supporting start up games' developers. This initiative is part of the City of Ballarat's ongoing support for this emerging industry, who were also identified by the Creative City Strategy as a sector providing opportunity for Ballarat

2019 Victorian Early Years Awards Finalist

The City of Ballarat Children's Services team nomination for the 2019 Victorian Early Years Awards has been shortlisted as a finalist for the Emeritus Professor Collette Tayler Excellence in Educational Leadership award category. The 2019 Victorian Early Years Award winners were due to be announced in October. Being shortlisted is a fantastic recognition of the journey the Children's Services team has been on starting with the formation of the idea of a Children's Services Practice Guide at a workshop in 2017.

**Ongoing community consultation:**Miners Rest (north of Cummins Road) character survey

During development of the Miners Rest Township Plan, some residents expressed a desire to protect the character of the original part of town – Miners Rest (north of Cummins Road). In September, community members were invited to undertake a short survey to tell us what they value about the character of Miners Rest (north of Cummins Road). Council will use this information to work out options for protecting these values through planning controls.

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Bakery Hill and Bridge Mall Urban Renewal project

Stage three of community consultation on the Bakery Hill and Bridge Mall Urban Renewal Plan was conducted in September. The engagement process included an online survey, community activities at 16 Bridge Mall and at the Bridge Mall Farmers Market.

Integrated Transport Plan

The Walking and Pedestrian Network discussion was on community consultation in September. This was the second transport mode to be released and followed on from the Rail Network in August. This consultation is the first stage of developing a new long-term vision for the transport network in Ballarat, including connections to the region.

**Ongoing projects, initiatives and works:**Recycling in Ballarat

In September City of Ballarat announced changes to recycling in Ballarat. Under the changes, glass is no longer collected as part of co-mingled recycling collection but is able to be taken to free drop off sites across the city. Paper, cardboard and plastics continue to be collected from yellow lidded bins. The changes were a necessary response to the recent recycling crisis and the collapse of SKM, which collected recyclables for more than 30 councils including Ballarat. City of Ballarat entered into a new contract with Victorian company Australian Paper Recovery which has local markets for paper, cardboard, quality plastics and cans, but not glass.

Ballarat Information Centre launched

The City of Ballarat's new approach to tourism marketing began with the opening of the Ballarat Information Centre at Ballarat Town Hall at the start of October. It follows Council's decision earlier this year to end its service agreement with Visit Ballarat and bring tourism marketing services back in-house. The centre is part of a broader-based, city-wide approach to building the visitor economy – an approach that will capture and promote the full range of benefits of living, working and visiting Ballarat.

**LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017 – 2021

**REPORTING AND COMPLIANCE STATEMENTS**

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	No	No
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	Yes	No
<b>Risk Management</b>	No	No
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	No	No

**Human Rights** – It is considered that this report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

**Financial/Resources** – No additional financial implications have arisen from the preparation of a CEO Operational Report.

**OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

**REFERENCE DOCUMENTS**

**ATTACHMENTS**

Nil

## **9. ASSEMBLIES OF COUNCILLORS**

### **9.1. ASSEMBLIES OF COUNCILLORS**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Sarah Anstis - Administration Officer Statutory Compliance

#### **OFFICER RECOMMENDATION**

Council resolves to approve the report on Assemblies of Councillors as listed:

- **19 July 2019 Events and the Arts and Economic Partnerships**
- **23 August 2019 Events and the Arts and Economic Partnerships**
- **11 September 2019 Infrastructure and Environment Portfolio Meeting 201**
- **20 September 2019 Events and Arts and Economic Partnerships**
- **25 September 2019 Strategic Briefing**
- **26 September 2019 Infrastructure and Environment Portfolio Meeting 202**
- **8 October 2019 Community Development Councillor Portfolio Meeting**
- **8 October 2019 Lake Wendouree and Gardens Advisory Committee Meeting**
- **9 October 2019 Infrastructure and Environment Portfolio Meeting**
- **16 October 2019 Council Agenda Review**

#### **EXECUTIVE SUMMARY**

The purpose of this report is to provide Council with copies of Assembly of Councillor Records as required under section 80A(2) of the *Local Government Act 1989*.

#### **RATIONALE**

Section 80A(2) of the *Local Government Act 1989* requires the record of an Assembly of Councillors to be reported at an Ordinary Council meeting. Assembly of Councillors Records are attached to this report.

#### **LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*; and
- City of Ballarat Council Plan 2017-2021.

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	No	No
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	No	No

**Human Rights** - It is considered that this report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

**Social/Cultural** - The inclusion of the attached Assembly of Councillor Records in the Council Agenda and the availability to the community increase awareness of the activities of Council and could increase community involvement in decision making at Council level.

**Risk Management** - There are implications with regards to Council's compliance with the *Local Government Act 1989* if Assembly of Councillor Records are not reported to Council.

## OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## REFERENCE DOCUMENTS

- Nil

## ATTACHMENTS

1. 19 July 2019 Events and the Arts & Economic Partnerships [9.1.1 - 1 page]
2. 23 August 2019 Events and the Arts & Economic Partnerships [9.1.2 - 1 page]
3. 11 September 2019 Infrastructure and Environment Portfolio Meeting 201 [9.1.3 - 1 page]
4. 20 September 2019 Events and the Arts & Economic Partnerships [9.1.4 - 1 page]
5. 25 September 2019 Strategic Briefing [9.1.5 - 2 pages]
6. 26 September 2019 Infrastructure and Environment Portfolio Meeting [9.1.6 - 1 page]
7. 8 October 2019 Community Development Councillor Portfolio Meeting [9.1.7 - 1 page]
8. 8 October 2019 Lake Wendouree and Gardens Advisory Committee Meeting [9.1.8 - 2 pages]
9. 9 October 2019 Infrastructure and Environment Portfolio Meeting [9.1.9 - 2 pages]
10. 16 October 2019 Council Agenda Review [9.1.10 - 2 pages]

## ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Prosperity Portfolio Meeting – Events and the Arts & Economic Partnerships
<b>Date of meeting:</b>	19 July 2019
<b>Start time:</b>	7.30am
<b>Finish time:</b>	8.40am

<b>Councillors present:</b>	Cr McIntosh, Cr Moloney, Cr Rinaldi
<b>Apologies:</b>	Angelique Lush – Director Development and Planning,
<b>Council staff present:</b>	Jeff Johnson – Executive Manager Events and the Arts, James Guy – Executive Manager Economic Partnership
<b>Other attendees present:</b>	

<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil	[Type & details declared]	Left Meeting [Yes/No]	[Time left]	[Time returned]

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> <li>• Update on Visit Ballarat GSA Termination</li> <li>• Bakery Hill Bridge Mall update</li> <li>• Rail Freight Alliance fighting fund</li> <li>• Integrated Transport Plan</li> </ul>

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Executive Manager Economic Partnership
<b>Name:</b> James Guy	<b>Date:</b> 10 October 2019



## ASSEMBLY OF COUNCILLORS RECORD


This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Prosperity Portfolio Meeting – Events and the Arts & Economic Partnerships
<b>Date of meeting:</b>	23 August 2019
<b>Start time:</b>	7.30am
<b>Finish time:</b>	9.01am

<b>Councillors present:</b>
Cr McIntosh, Cr Moloney, Cr Rinaldi
<b>Apologies:</b>
<b>Council staff present:</b>
Justine Linley – CEO, Angelique Lush – Director Development and Planning, Jeff Johnson – Executive Manager Events and the Arts, James Guy – Executive Manager Economic Partnership
<b>Other attendees present:</b>


<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil	[Type & details declared]	Left Meeting [Yes/No]	[Time left]	[Time returned]

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<p><b>Events and the Arts</b></p> <ul style="list-style-type: none"> <li>• Ride Like a Girl Premiere Update</li> <li>• Ballarat Is Open Update</li> <li>• Her Majesty's Theatre Landscaping</li> </ul> <p><b>Economic Partnerships</b></p> <ul style="list-style-type: none"> <li>• Prisoner of War Memorial – Next Steps</li> <li>• Archaeology Review – Heritage Victoria</li> <li>• Key Business Interactions</li> <li>• Bakery Hill – Development Update</li> <li>• Commerce Ballarat Update</li> </ul>

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Director Development and Planning
<b>Name:</b> Angelique Lush	<b>Date:</b> 10 October 2019

## ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Infrastructure and Environment Portfolio Meeting No 201		
<b>Date of meeting:</b>	Wednesday 11 September 2019		
<b>Start time:</b>	7.00am		
<b>Finish time</b>	8.31am		
<b>Councillors present:</b>			
Cr Ben Taylor, Cr Grant Tillett, Cr Mark Harris			
<b>Apologies:</b>			
Nil			
<b>Council staff present:</b>			
Terry Demeo – Director Infrastructure and Environment (Minute Taker), Angelique Lush – Director Development and Planning, Darren Sadler – Executive Manager Property Services and Facilities Management, Natalie Robertson – Executive Manager Development Facilitation, Daryl Wallis – Acting Executive Manager Operations and Environment, Greg Spratling – Supervisor Sports Reserves			
<b>Other attendees present:</b>			
Nil			
<b>Conflict of Interests:</b>			
Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest. A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.			
Nil			
<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>			
<b>Updates</b> <ul style="list-style-type: none"> <li>• Waste to Energy and All Waste Interchange Update</li> <li>• Recycling – Roll Out of No Glass Project / Actions and Communications</li> <li>• Planning Committee Process Debrief</li> <li>• Carbon Neutrality Action Plan Process Report</li> <li>• Sports Grounds Condition / Performance Update</li> <li>• Monthly Land Sales Update</li> <li>• Monthly Statutory Planning Update</li> </ul> <b>Reports</b> <ul style="list-style-type: none"> <li>• Discuss Reports for Next Agenda Review in Business Calendar</li> </ul> <b>Upcoming Tenders</b> <ul style="list-style-type: none"> <li>• Circulated to Councillors prior to meeting</li> </ul> <b>Other Business</b> <ul style="list-style-type: none"> <li>• Dowling Road</li> <li>• Jasmine Drive Delacombe</li> <li>• Saleyards</li> </ul>			
<b>Record completed by:</b>			
<b>Signed:</b> 	<b>Position:</b> Director Infrastructure and Environment		
<b>Name:</b> Terry Demeo	<b>Date:</b> 12 September 2019		

## ASSEMBLY OF COUNCILLORS RECORD


This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Prosperity Portfolio Meeting – Events and the Arts & Economic Partnerships
<b>Date of meeting:</b>	22 September 2019
<b>Start time:</b>	7.30am
<b>Finish time:</b>	9.01am

<b>Councillors present:</b>
Cr McIntosh, Cr Moloney, Cr Rinaldi
<b>Apologies:</b>
Justine Linley – CEO, James Guy – Executive Manager Economic Partnership
<b>Council staff present:</b>
Angelique Lush – Director Development and Planning, Jeff Johnson – Executive Manager Events and the Arts, Lisa Kendal - Acting Executive Manager Economic Partnership
<b>Other attendees present:</b>

<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil	[Type & details declared]	Left Meeting [Yes/No]	[Time left]	[Time returned]

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<p><b>Events and the Arts</b></p> <ul style="list-style-type: none"> <li>• Event Strategy Update</li> <li>• Update on Spilt Milk, White Night, Nitro Circus, Christmas</li> <li>• Springfest letter of thanks/support</li> <li>• Music in the Gardens</li> <li>• Civic Hall Bookings</li> </ul> <p><b>Economic Partnerships</b></p> <ul style="list-style-type: none"> <li>• Economic Development Update</li> <li>• Strategic Planning Update</li> </ul> <p><b>Creative City Strategy</b></p> <ul style="list-style-type: none"> <li>• Update – Fringe Benefits</li> </ul>

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Director Development and Planning
<b>Name:</b> Angelique Lush	<b>Date:</b> 10 October 2019

## ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Strategic Briefing
<b>Date of meeting:</b>	25 September 2019
<b>Start time:</b>	6:37pm
<b>Finish time:</b>	10:50pm

<b>Councillors present:</b> Cr Daniel Moloney Cr Ben Taylor Cr Grant Tillett Cr Jim Rinaldi Cr Mark Harris Cr Samantha McIntosh Cr Des Hudson Cr Belinda Coates
<b>Apologies:</b> Cr Amy Johnson
<b>Council staff present:</b> Justine Linley – Chief Executive Officer Terry Demeo – Director Infrastructure and Environment Stephen Bigarelli – Acting Director Business Services Pete Appleton – Acting Director Community Development Angelique Lush – Director Development and Planning Cameron Cahill – Director Innovation and Organisational Improvement Susan Fayad – Coordinator Heritage and Cultural Landscapes Lisa Kendal – Acting Executive Manager Economic Partnerships Cameron Montgomery – Executive Manager Safety, Risk and Compliance Services
<b>Other attendees present:</b> Bill Russell – Secretary Rail Future Graeme Macmillan - Treasurer Rail Future Institute Peter Don - Committee Member Treasurer Rail Future Institute David Deutscher - Committee for Ballarat Michael Poulton – Committee for Ballarat Trevor Budge – City of Bendigo

<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned

<p><b>Matters Considered:</b></p> <p><b>External Presentations</b></p> <ul style="list-style-type: none"> <li>• World Heritage Bid Program</li> <li>• Victorian Regional Cities Fast Rail Advocacy Presentation</li> </ul> <p><b>Portfolio Updates</b></p> <p><b>Strategic Briefing Reports</b></p> <ul style="list-style-type: none"> <li>• Community Satisfaction Survey</li> <li>• Dowling Forest Precinct Planning Controls Review</li> <li>• Barwon MAC Documents</li> <li>• Lake Lighting Update</li> <li>• Tourism / Marketing Update</li> <li>• Ballarat Airport/ Miners Rest Impacts</li> <li>• Governance Review - Cutting Red Tape</li> <li>• Road Nationals Cycling Update.</li> <li>• Developer Contributions update</li> </ul>
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<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Acting Director Business Services
<b>Name:</b> Stephen Bigarelli	<b>Date:</b> 26 September 2019

## ASSEMBLY OF COUNCILLORS RECORD

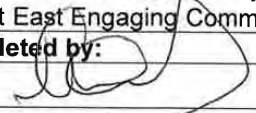
This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Infrastructure and Environment Portfolio Meeting No 202			
<b>Date of meeting:</b>	Thursday 26 September 2019			
<b>Start time:</b>	7.30am			
<b>Finish time</b>	8.55am			
<b>Councillors present:</b>				
Cr Ben Taylor, Cr Grant Tillett				
<b>Apologies:</b>				
Cr Mark Harris				
<b>Council staff present:</b>				
Terry Demeo – Director Infrastructure and Environment, Natalie Robertson – Executive Manager Development Facilitation, Vaughn Notting – Executive Manager Infrastructure, Daryl Wallis – Acting Executive Manager Operations and Environment, Amy Boyd – Program Director Strategy and Implementation, Debra Cartledge (Minute Taker)				
<b>Other attendees present:</b>				
Nil				
<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest. A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil				
<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>				
<b>Updates</b> <ul style="list-style-type: none"> <li>• Lake Burrumbeet Futures Project</li> <li>• Barwon River Ministerial Advisory Committee</li> <li>• Recycling Upgrade</li> <li>• Civil Program Delivery Update</li> <li>• Integrated Water Management Plan</li> <li>• Flood Mitigation Program</li> <li>• Planning Department Transformation</li> <li>• Strategic Portfolios</li> </ul> <b>Reports</b> <ul style="list-style-type: none"> <li>• Discuss Reports for Next Agenda Review in Business Calendar</li> </ul> <b>Upcoming Tenders</b> <ul style="list-style-type: none"> <li>• Circulated to Councillors prior to meeting</li> </ul> <b>Other Business</b> <ul style="list-style-type: none"> <li>• Nil</li> </ul>				
<b>Record completed by:</b>				
<b>Signed:</b> 	<b>Position:</b> Director Infrastructure and Environment			
<b>Name:</b> Terry Demeo	<b>Date:</b> 30 September 2019			

## ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Community Development Councillor Portfolio Meeting
<b>Date of meeting:</b>	Tuesday, 8 October 2019
<b>Start time:</b>	3.30pm
<b>Finish time:</b>	5.00pm

<b>Councillors present:</b>				
Cr Belinda Coates, Cr Des Hudson, Cr Johnson				
<b>Apologies:</b>				
<b>Council staff present:</b>				
Neville Ivey, Director Community Development				
Mark Patterson, Executive Manager Sport & Active Living				
<b>Other attendees present:</b>				
Nil				
<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil		Left Meeting [No]	[Time left]	[Time returned]
<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>				
<ul style="list-style-type: none"> <li>• Minutes of Meeting 11 September 2019</li> <li>• Turf Cricket and achieving equity across all clubs</li> <li>• Upcoming Strategic Briefings</li> <li>• Upcoming Council Reports</li> <li>• Ballarat City Soccer</li> <li>• Western United</li> <li>• Survivor Public Art Community Engagement</li> <li>• Ballarat East Engaging Communities Program</li> </ul>				
<b>Record completed by:</b>				
<b>Signed:</b> 		<b>Position:</b> Director Community Development		
<b>Name:</b> Neville Ivey		<b>Date:</b> 15 October 2019		

## ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Lake Wendouree & Gardens Advisory Committee
<b>Date of Meeting:</b>	Tuesday 8 October 2019
<b>Start time:</b>	5:30pm
<b>Finish time:</b>	7:15pm

<b>Councillors present:</b>
Cr. Daniel Moloney
<b>Apologies:</b>
Madam Mayor Cr. Samantha McIntosh Juliana Addison MP Maggie Guy Mike Sorrell Julie Bradby Peter Marquand
<b>Council staff present:</b>
Terry Demeo (Director Infrastructure and Environment) Bernard Blood (Supervisor Lake Wendouree) Karen Cahir (Administration Support Officer)
<b>Other attendees present:</b>
David Miller David Edwards Bill Barr Jo Barber Peter Waugh Bill Morrison

<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
NA	NA	NA	NA	NA

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> <li>• <b>Lake Wendouree Water Level Report</b></li> <li>• <b>Lake Lighting</b></li> <li>• <b>Ballarat Athletics Club Request for Crossings on Steve Moneghetti Track</b></li> <li>• <b>Integrated Water Management Plan Implementation / Lake Implications</b></li> <li>• <b>Gatekeepers Cottage – Next Phase of Works</b></li> <li>• <b>Fountain</b></li> </ul>




- Clean Up / Rationalisation of Signage
- Events Update
- Members Update
- Tramway Line Replacement Project
- Boatshed Lease Progress Report
- 150 Years of the Ballarat Fish Acclimatisation Society
- Fernery Development
- Accessible Toilet Revision for North Gardens Site
- Ned Williams Memorial Repair
- POW Interpretative Centre

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Administration Support Officer
<b>Name:</b> Karen Cahir	<b>Date:</b> 9 October 2019

## ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Infrastructure and Environment Portfolio Meeting No 203			
<b>Date of meeting:</b>	Wednesday 9 October 2019			
<b>Start time:</b>	7.30am			
<b>Finish time</b>	8.58am			
<b>Councillors present:</b>				
Cr Ben Taylor, Cr Grant Tillett, Cr Mark Harris				
<b>Apologies:</b>				
Natalie Robertson – Executive Manager Development Facilitation				
<b>Council staff present:</b>				
Terry Demeo – Director Infrastructure and Environment, Darren Sadler – Executive Manager Property Services and Facilities Management, Belinda Kent – Executive Assistant Infrastructure and Environment (Minute Taker)				
<b>Other attendees present:</b>				
Nil				
<b>Conflict of Interests:</b>				
<p>Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.</p> <p>A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.</p>				
Nil				
<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>				
<p><b>Updates</b></p> <ul style="list-style-type: none"> <li>• Recycling Update</li> <li>• Caravan Park Regulation Update – Crown Land</li> <li>• Monthly Land Sales Update</li> <li>• Future Reports / Contracts</li> <li>• Gillies Road Bridge Upgrade</li> <li>• Monthly Statutory Planning Update</li> <li>• All Waste Interchange Update</li> <li>• Animal Shelter Update</li> </ul> <p><b>Reports</b></p> <ul style="list-style-type: none"> <li>• Discuss Reports for Next Agenda Review in Business Calendar</li> </ul> <p><b>Upcoming Tenders</b></p> <ul style="list-style-type: none"> <li>• Circulated to Councillors prior to meeting</li> </ul> <p><b>Other Business</b></p> <ul style="list-style-type: none"> <li>• McDonalds Sturt Street</li> <li>• Statutory Planners</li> <li>• Ballarat Horticultural Society's 160<sup>th</sup> Anniversary</li> <li>• Ballarat Fernery</li> <li>• Gregory Street Carport</li> <li>• Electric Signs</li> <li>• Civic Hall Function Plant Supplies</li> </ul>				
<b>Record completed by:</b>				
<b>Signed:</b> 			<b>Position:</b> Director Infrastructure and Environment	
<b>Name:</b> Terry Demeo			<b>Date:</b> 9 October 2019	



## ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

<b>Description of meeting:</b>	Council Agenda Review Briefing
<b>Date of meeting:</b>	16 October 2019
<b>Start time:</b>	7.35pm
<b>Finish time:</b>	9.01pm

<b>Councillors present:</b>
Cr Jim Rinaldi Cr Grant Tillett Cr Des Hudson Cr Daniel Moloney Cr Mark Harris Cr Samantha McIntosh Cr Belinda Coates Cr Amy Johnson (left at 8.31pm) Cr Ben Taylor
<b>Apologies:</b>
<b>Council staff present:</b>
Justine Linley – Chief Executive Officer Glenn Kallio – Director Business Services Terry Demeo – Director Infrastructure and Environment Neville Ivey – Director Community Development Cameron Cahill – Director Innovation and Organisational Improvement Angelique Lush – Director Development and Planning James Guy – Executive Manager Economic Partnerships Lisa Kendal – Manager Strategic Planning
<b>Other attendees present:</b>

<b>Conflict of Interests:</b>				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<b>Portfolio Matters</b>
<b>Updates from Councillors</b>
<ul style="list-style-type: none"> <li>• Lake Learmonth Sustainability Options</li> <li>• Solar Panels</li> </ul>

**Review of Draft Council Agenda 30 October 2019**

- Chief Executive Officer Report
- Assemblies of Councillors
- Bakery Hill and Bridge Mall Precinct Urban Renewal Plan
- Annual Report
- Model A Ford Club Tourism Event Grant
- Oceania Badminton Championships 2020
- Ballarat Long Term Growth Options Investigation
- Review of Place Naming Policy
- International Travel – China
- Carols by Candlelight Strategic Partnerships
- Plate Up Ballarat Strategic Partnership
- Pioneer Park Plaques
- Quarterly Financial Report - 1st Quarter - ending September 2019
- Governance Review of Policies
- Contracts Special Committee of Council Minutes - 25 September 2019
- S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)
- Outstanding Question Time Items

**Items in Camera**

- Model A Club Tourism Event Grant Budget
- Oceania Badminton Championships Tourism Grant Budget
- Carols by Candlelight Strategic Partnership Confidential Budget
- 2020 Plate up Ballarat Strategic Partnership - Confidential Attachments
- Contracts Special Committee of Council - 25 September 2019
- Audit Advisory Committee - 26 June 2019
- Tender 2019/20-45 Cuthberts Road Reconstruction
- MPavilion Options

**Record completed by:**

<b>Signed:</b> 	<b>Position:</b> Director Business Services
<b>Name:</b> Glenn Kallio	<b>Date:</b> 18 October 2019

## 10. OFFICER REPORTS

### 10.1. BAKERY HILL AND BRIDGE MALL PRECINCT URBAN RENEWAL PLAN

**Division:** Development and Planning  
**Director:** Angelique Lush  
**Author/Position:** Joanna Cuscaden – Project Manager Urban Renewal  
Lisa Kendal – Manager Strategic Planning

#### OFFICER RECOMMENDATION

##### Council resolves to:

1. **Adopt the final Bakery Hill Urban Renewal Plan (October 2019) and commence immediate implementation, including early works supported by the plan and relevant business support programs.**
2. **Note the extensive consultation undertaken to date on the Bakery Hill Urban Renewal Plan.**
3. **Proceed with developing concept and detailed designs for the upgrade of the Bridge Mall and wider precinct in accordance with the design principles identified in the Plan.**
4. **Note that a design package outlining how the opened Bridge Mall will look, function and operate will be brought to Council for consideration before commencing major capital works.**

#### EXECUTIVE SUMMARY

The Bakery Hill precinct, including the Bridge Mall area, plays an important commercial role within the Ballarat CBD. Historically, it was where mass protests were held, and the Eureka Flag unfurled for the first time in the lead up to the Eureka Stockade of 1854. In recognition of both the significant commercial and historical roles Bakery Hill plays within the Ballarat CBD, the Bakery Hill Urban Renewal Plan has been prepared to address a more recent decline in economic activity within the Precinct.

Through the extensive community consultation processes, there has been a clear and shared concern that the precinct has lost focus and requires revitalisation. Implementation of the Urban Renewal Plan will require a coordinated approach between the private sector and all levels of government to achieve the collective vision of the Urban Renewal Plan. The Plan incorporates short, medium and long-term actions which are designed to create positive change within the Precinct over time.

Council will commence early works and actions immediately upon adoption of this Urban Renewal Plan which will mark the start of a major transformation for the entire precinct. Council has committed \$15 million over the next three years to kick-start the short, medium and long-term actions identified in the Urban Renewal Plan. This initial funding will present a significant opportunity for the Precinct and will provide greater confidence in the private sector for medium to longer term investment opportunities.

## RATIONALE

The strategic importance of Bakery Hill and Bridge Mall is heightened by the precinct's rich history, its commercial importance within the broader City of Ballarat, the many heritage valued buildings and places, and its proximity to the Ballarat railway station and surrounding tourist destinations such as Sovereign Hill. It also contains a number of key sites which provide potential strategic redevelopment opportunities. When viewed within the context of the CBD and the long-term growth potential of the City, the true value and role of the Bakery Hill Precinct is evident. As the City continues to mature as a desirable housing and employment destination, there is likely to be interest and demand from residents, entrepreneurs, employers and visitors to experience the unique and authentic places that are not present in the new growth areas of the City.

Preparation of the Urban Renewal Plan is a key action identified in Council's adopted 'Today, Tomorrow, Together – The Ballarat Strategy: Our Vision for 2040', the Ballarat CBD Strategy', and the '2017-21 Council Plan'.

The Bakery Hill Urban Renewal Plan has been prepared following extensive community and stakeholder consultation which commenced in November 2018. The table below (Table 1) provides details of the stages of development of the plan, and details of the community consultation process is included later in this report.

Stage 1	Initial community consultation – November to December 2018
Stage 2	Response to community feedback – March to May 2019
Stage 3	Release of the Draft Urban Renewal Plan for consultation – August 2019
Stage 4	Community consultation on the Draft Urban Renewal Plan – August to September 2019
Stage 5	Preparation of the Final Urban Renewal Plan (October 2019)
Stage 6	Implementation - ongoing

### Final Bakery Hill Urban Renewal Plan (October 2019)

#### Bakery Hill Vision Statement

*Bakery Hill will be the new destination for Ballarat – a cosy quarter within Ballarat's grand historic CBD - setting a standard for urban renewal which fully embraces the unique heritage canvas.*

*It will be a place where people can experience the wonders of the city's past and enjoy meandering through the streets brimming with heritage buildings and features; a place of creativity and intrigue, showcasing the artistic talents of the city and offering places to explore.*

*With its proximity to the Ballarat Railway Station and the broader Ballarat CBD, the precinct is ideally located to be a place which incorporates a well-connected series of laneways and a continuous experience for pedestrians. It will be a highly walkable, highly accessible, and sought after for its premium location and connectivity.*

*The precinct will become a pivotal economic hub and clever city, forward-thinking and drawing on the energy of the broader Ballarat CBD. Through thriving day and night time activities, the precinct will be a base for employment in progressive, innovative and high-tech industries, as well a place for nurturing traditional trades. Within a city which is growing,*

*changing and maturing, this area will offer a unique diversity not found in the remainder of the CBD.*

*It will remain a proud retail area but will become an experience for its customers. It will be different - in a good way. This will be the place for buying local wares, local produce, meeting and partnering with local movers and shakers – being visible, but somehow feeling hidden in the laneways, buildings, and unique, smaller businesses in the area.*

*It's more than just retail - a complete community for people to live, work and enjoy themselves. It will have the things people need - green spaces and parks to play in, a sunny spot to sit and read, a shady spot to lay and relax, and a variety of quality food and coffee choices.*

*Bakery Hill will be at the forefront of sustainable living, embracing new ways to live, learn, work and travel. The Yarrowee Parkland will become a destination – a place for retreat from the hustle and bustle of the city – designed around the stories of indigenous cultural heritage, waterways and biodiversity. The waterway will provide the missing link in an important north-south trail through the city.*

*Partnerships and a shared energy for Ballarat will deliver the key priorities in this plan for renewal. Success depends on all levels of government, community, private sectors and the wider Ballarat community believing in this area and having the confidence to embrace its potential and strive for change.”*

The Bakery Hill Urban Renewal Plan sets out three key integrated themes that will guide renewal:

- To create a **‘thriving’** economy, which supports an engaged and resilient community;
- To support a community which is **‘connected’** to people, place and local destinations; and
- To create a place which is **‘distinctive’** and has a unique story to tell.

Based on the opportunities and challenges identified by the broader community and stakeholders, the three themes were created to frame and develop a series of objectives, initiatives and associated regulatory and non-regulatory actions.

While many actions will be the responsibility of or can be facilitated by the City of Ballarat, initiatives will also need to be pursued by other government agencies, business owners, investors, large institutions, landowners and the broader community - as indicated in the relevant implementation plan. The precinct encompasses the area shown in Figure 1 below – the blue line represents the Precinct, and the red line represents the Bridge Mall area of the precinct.





Figure 1 – Bakery Hill and Bridge Mall Precinct

**Interrelated strategic planning considerations**

Other Council adopted or draft strategies in progress which have an interrelationship with the Bakery Hill Urban Renewal Plan, including:

- Council Plan 2017-2021
- The Ballarat Strategy: Our vision for 2040
- The CBD Strategy: Making Ballarat Central
- Ballarat East Local Area Plan
- Ballarat Urban Forest Plan
- Better Flood Planning for Ballarat – 11 Waterways Flood Amendment.

Council Plan 2017-2021

The Council Plan 2017-2021 sets out what the City of Ballarat will do to achieve Council’s and the community’s vision to be a proud city that is bold, vibrant and thriving. It is underpinned by the Ballarat Strategy and has four main goals:

- **Liveability:** improve the quality of life for our community
- **Prosperity:** advance our economic position as the capital of Western Victoria
- **Sustainability:** protect, maintain and enhance our built and natural assets;
- **Accountability:** provide strong and decisive leadership and transparent governance.

The Bakery Hill Urban Renewal Plan is driven by these goals, particularly the goal of prosperity, which seeks to deliver activities and projects that will advance Ballarat's economic position as the capital of Western Victoria. The Council Plan, with the support of several strategic documents, recognises the potential of Bakery Hill as a key urban renewal opportunity.

*The Ballarat Strategy: Our Vision for 2040*

The Ballarat Strategy: Our Vision for 2040 (July 2015) identifies the three priority renewal areas across the City – Bakery Hill being one. The Strategy adopts the Ten-Minute City and the 'complete neighbourhoods' models as a framework for guiding growth and change in Ballarat over the next 20+ years.

Despite the many benefits and opportunities offered by Bakery Hill in terms of location, character, infrastructure and services, the Precinct has not been embraced by the community as a 'complete neighbourhood'. This Plan seeks to change that perception, to recast Bakery Hill as a desirable place to live, work and engage in social and community life, and to be a key component of a genuine 10 Minute City.

*The CBD Strategy: Making Ballarat Central*

The CBD Strategy sets out a long-term vision for the Ballarat Central Business District that is underpinned by five city-wide themes: Commercial and Cultural Capital, Connections, Places for People, Building Quality and Strong Leadership and Governance.

The Bakery Hill Urban Renewal Plan seeks to redefine and build on the ideas and actions set out in the CBD Strategy. The plan provides a comprehensive master plan for the Precinct which addresses land use, built form, car parking, and access and pedestrian amenity.

*Ballarat East Local Area Plan (2019)*

Adjacent to the Bakery Hill Urban Renewal Plan to the East is the Ballarat East Local Area Plan, adopted by Council in 2019. The Ballarat East Local Area Plan includes a long-term vision, objectives, strategies and an implementation plan, and will help the community and the City of Ballarat manage change in Ballarat East.

There are interdependencies between Ballarat East and the Bakery Hill precinct, which means that there will be implementation actions which will have implications across both areas.

*Better Flood Planning for Ballarat – 11 Waterways Flood Amendment*

The Yarrowee River, Canadian Creek and tributaries, are included in Better Flood Planning for Ballarat project. The health and management of waterways has been raised by the community during the consultation process for the Bakery Hill Urban Renewal Plan and actions have been included to address these issues through the Better Flood Planning for Ballarat project.

Flood controls are proposed to be applied to land within the Bakery Hill study area via the Better Flood Planning for Ballarat planning scheme amendment process that is proposed to commence in 2020/21.

## **Specific matters**

*Formulation of the vision to create a 'thriving', 'connected' and 'distinctive' precinct*

During formulation of the vision, three key themes emerged which have been used as a basis to give effect to the future vision, master planning and development of the Precinct. The integrating themes are used to frame objectives, initiatives and actions, and will also be used through key design processes to ensure that the Bakery Hill vision can be achieved in the short, medium and long term.

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In this context, Bakery Hill will be:

- a) A **thriving** economy, supporting an engaged and resilient community
- b) A community **connected** to people, place and local destinations
- c) A place with a **distinctive** identity and story to tell

*a) A thriving economy, supporting an engaged and resilient community*

Bakery Hill will be a thriving mixed-use hub; a key destination within Ballarat and a gateway to the Ballarat CBD. The Precinct will play an important role in Ballarat's economy and community life; it will be the centre of innovative and creative industries, an active and vibrant place during the day and night; and a sought-after place to live by a diverse range of people.

Upgrades to and ultimately redevelopment of key sites will drive change and investment to deliver a great place to live, work and play, and to diversify the economy and add to the unique sense of place and community. Bakery Hill will be an environmentally sustainable place and resilient community that limits the impact of climate change and is adaptable to meet changing needs.

Key objectives include:

- T1 – Bakery Hill's renewal will be an ongoing community led process, that supports local leadership and private sector partnerships.
- T2 – Bakery Hill will be reinvigorated with diverse land uses, including restaurants, creative industries, commercial uses and residential development.
- T3 – Bakery Hill will be promoted as a great place to live for all types of people.
- T4 – Bakery Hill will be positioned as a leader in climate change adaptability and resilience.

*b) A community connected to people, place and local destinations*

The community of Bakery Hill will be reconnected – the historical features of the movement network and Yarrowee River will be rediscovered; the street network will be simplified and beautified, and people will be able to get around easily and comfortably. Spaces will be safe, inviting and connected; accessible by all users (pedestrian, cyclist, drivers, public transport users and mobility scooters) taking them to the places they want to go. The needs of an engaged and connected community will be met, with efficient and effective services, infrastructure and information.

Key objectives include:

- C1 – The urban structure will be simplified around Bridge Street; starting with the movement network.
- C2 – Destinations within Bakery Hill and beyond will be connected by safe and attractive pedestrian and cycle routes.
- C3 – Public transport will be a convenient and safe option for getting to and from Bakery Hill.
- C4 – The Bakery Hill community will be engaged and connected to each other by services, infrastructure and information.

*c) A place with a distinct identity and story to tell*

The identity of Bakery Hill will be informed by the rich history of the area; the stories the Wadawurrung people and of the gold-rush era, but will also look forward to its future. Public places will be inviting, comfortable and safe; streetscapes will be attractive and green places to gather; heritage buildings and landmarks will be refreshed; and new development will be responsive to history and contemporary needs. Bakery Hill will be revived as an essential destination on Ballarat's tourist route where visitors can experience and enjoy a diversity of offerings that showcase and celebrate the history of Ballarat.

Key objectives include:

- D1 – The story of Bakery Hill and its distinct identity will be told through the historic and contemporary built form and public realm.
- D2 – The heart of Bakery Hill will be its linked green spaces – it's comfortable tree-lined streets, its inviting parks and its identifiable landmark sites.
- D3 – The rich Aboriginal and post-contact heritage of Bakery Hill will be celebrated as a key part of Bakery Hill's identity.
- D4 – A new narrative for Bakery Hill will emphasise its role as a thriving destination for locals and tourists at the gateway to Ballarat Central.

### **Key Projects**

Each of the three key themes of 'Distinctive', 'Connected' and 'Thriving' are directly linked to the key projects which have been nominated as the short, medium and long-term actions to achieve successful and lasting transformation across the CBD.

The projects include:

#### *Economic and Business Support*

Council acknowledges the importance of economic and business support to reactivate and rejuvenate the city centre. This project includes proactively supporting business and economic activity across the precinct through promoting ongoing programming of events and festivals, promoting a vibrant night-time economy and encouraging a variety of uses which will better support the current businesses.

There are many ways in which commercial activity and business support can be enhanced within the precinct in order to create a place which will attract more people to work, live and play within the Ballarat CBD. This might include:

- Delivering activities and experiences which are unique and distinct
- Proactively attracting 'anchors' or 'attractors' – this could include expanding the already successful local artisan/trade-based enterprises and expanding the hospitality offer, including hawker food market concepts
- Investigating ways to encourage stronger partnerships with Sovereign Hill, including strengthening bike, walking and public transport to and from Sovereign Hill
- Further strengthening the vision for a vibrant mixed-use precinct by encouraging different forms of residential housing or accommodation
- Investigating opportunities to attract arts, cultural, entertainment or educational uses; and
- Improving the amenity of the area, including through design-led streetscape upgrades to gain commercial confidence within the Precinct.

#### *Clever City Opportunities*

This project provides Council with the opportunity to investigate ways to integrate digital infrastructure meaningfully into the precinct. This includes maximising household and business access to internet, smart infrastructure; including lighting to improve safety, access to fixed and mobile communication, attracting university students through EduRoam WiFi, increasing opportunities to record data and measurements, and to improve digital engagement.

#### *One Planet Living*

As a future thriving, connected and distinctive mixed-use community, this project seeks to integrate sustainability through the One Planet Living principles. An action of the Urban Renewal Plan will be to prepare an opportunity scan aimed at collating Council's current and proposed targets and practices as they link to the One Planet goals, and then to identify further key opportunities to explore. Council will then facilitate workshops with community and

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interested stakeholders to establish the different opportunities to embed long-term sustainability into the master planning for the Precinct.

#### Bridge Mall Opening

The project involves opening the Bridge Mall to vehicles and other users as a pedestrian-priority shared space to enhance movement and visibility of the Mall. Providing better opportunities for people to move through the Bridge Mall is one way to restore its purpose as a key 'main street' destination and gateway to the City. This project has evolved through the community engagement processes where there was a strong appetite for change. Currently, there is limited exposure for many businesses operating in the Bridge Mall.

Importantly, any future design of the Bridge Mall will be subject to the following design criteria:

1. **Pedestrians:** The final design outcome must prioritise the pedestrian experience. People should be able to move through the space feeling safe, confident and comfortable at any time of day. Vehicles may be present, but their influence should be limited.
2. **Activation and Play:** Spaces must be flexible, adaptable, equitable and maximise opportunities for activation through play, outdoor dining, events and festivals.
3. **Resilience:** Materials should be of high quality and finish selected to be adaptable, robust, sustainable in origin and resilient in a changing climate. This will include maximising green space and reclaiming some asphalted surfaces as green space.
4. **Vibrant:** The spaces should be attractive, magnetic, stimulating and well connected to other destinations in Ballarat's tourist network.
5. **Urban Forest:** The design outcome will maximise tree planting for shade, habitat and amenity within the space and within adjacent streets for a net gain within the precinct.
6. **Local Heritage:** The design outcomes should reflect the heritage architecture and Aboriginal cultural heritage by utilising the Historic Urban Landscape (HUL) approach for site analysis, synthesis and design development.

#### Yarrowee River Parkland and Little Bridge Street Carpark Redevelopment

The project involves creating a parkland along the general alignment of the Yarrowee River between Eastwood Street and Little Bridge Street.

The parkland will comprise sufficient area to accommodate the following:

- Children's playground/interactive and accessible playspace
  - A large programmable space for festivals and community events
  - An exposed section of the Yarrowee River with potential for a stage and viewing area;
- and
- Safe and interesting pedestrian connections between Eastwood Street and Little Bridge Street.

A future design of the parkland will offer a significant opportunity to interpret the importance of the Yarrowee River and discovery of gold in Ballarat.

There is also a great opportunity in the medium to longer term, to utilise the current carpark at Little Bridge Street to stimulate change and to use this large piece of CBD land more efficiently. Although there are some shorter-term outcomes which could be achieved through this project, the bulk of the envisaged redevelopment will more likely be longer-term outcomes.

#### Big W and Dan Murphys

The project involves longer-term redevelopment of the Big W site and the associated car park for medium density residential and mixed-use purposes. The assumption is that the current use of the land will remain for the short to medium term but if in the long term the current use of the land is no longer viable, redevelopment of the land for more intensive mixed-use purposes is supported.

### Victoria Street Landmark Entry

This project involves reconstruction of the existing roundabout at the intersections of Victoria, Humffray, Curtis, and Little Bridge Streets to create a more formal and distinctive entry to the CBD and the Bakery Hill Precinct.

### Grenville/ Sturt Street Intersection

The Grenville/Sturt St intersection is key to enhancing pedestrian and cycling movement through the CBD. It currently provides a main point of entry to Sturt Street for vehicles travelling west and is also the main pedestrian thoroughfare that provides connection from the Sturt St precinct into Bridge Mall. Currently, the Grenville Street intersection suffers poor amenity, safety and connectivity and forms a critical first stage to revitalising and enhancing the Precinct.

As part of the Ballarat Connect Project a 2km long bike path is proposed to be built along Sturt Street to provide east/west connectivity from Pleasant St to Grenville Street and connection to Bridge Mall. This bike path will also connect with the Grenville Street Bike Path which provides a key north south link within the CBD.

Norwich Plaza and the Priceline Pharmacy are key buildings as they bookend the eastern end of Sturt Street. The buildings are visually prominent when travelling eastbound and they also provide an important interface with Grenville Street and Bridge Mall. Council will need to work collaboratively and in partnership with landowners to improve the interface overtime. This includes the opportunity to deliver a more inviting, active edge to Grenville Street and the entry to the Bridge Mall. This includes the opportunity to deliver a more inviting, active edge to Grenville Street and the entry to Bridge Street.

### Peel Street Redevelopment

This project involves the long-term redevelopment of the land to the south of Little Bridge Street and east of Peel Street, including Council owned land, for residential purposes. The prominent location of the Council owned land offers an opportunity to partner with a developer or not for profit housing provider to deliver an affordable housing project where the land is offered as an incentive.

The project is important because it has the potential to consolidate the extent of the mixed-use core, support delivery of an affordable housing project by using Council owned land to incentivise the redevelopment process and promote Bakery Hill as an active and vibrant place to live and work.

### Making it Happen

Although initiated by the City of Ballarat and partly funded by the Victorian Planning Authority, this plan requires coordinated action by all stakeholders to achieve the collective vision of the Urban Renewal Plan. Stakeholders which are critical to the future implementation of this plan include:

**Everyone:** Everybody – residents, shoppers, workers and visitors can all contribute to make this precinct a more distinctive, thriving and connected Bakery Hill.

**Business owners:** We invite business owners to embrace and support the change which will help to deliver the ongoing program of work. For example, business owners can be active leaders in shaping the identity of the precinct, embrace social media and different ways to communicate and market their business, or by linking their business offering and trading hours to complement Ballarat events and maximise passing trade.

**Landowners within the precinct:** We need landowners to embrace and actively pursue the vision for Bakery Hill and to work collaboratively with business owners and Council to contribute to the delivery of the Plan.

**Council:** City of Ballarat can work proactively and in partnership with businesses, landowners, community and the State Government to deliver the actions of the Urban Renewal Plan. Leveraging the significant investment capabilities and resources of partnerships, the City can continue to contribute by being proactive and to take a leadership role in delivering change. Specifically, Council's role will include streetscape upgrades, delivering business support programs, and advocating to other levels of government for additional investment in the precinct over the short, medium and long term – including potential decentralisation opportunities.

**Victorian Government and institutions:** The Victorian Government and large Ballarat institutions (including hospitals and universities) can benefit greatly from being an active player in the growth and delivery of services across Ballarat. The Ballarat CBD, and in particular, Bakery Hill, plays a crucial role in accommodating the future growth of the City and will thrive through the creation of a genuine mixed-use precinct. Both the State government and large institutions have the opportunity to forge stronger partnerships with Council to deliver actions of this plan over the short, medium and longer term.

**Investors:** We invite investors to embrace the vision and benefit from the renewal of this precinct and work to contribute to deliver a 'Distinctive', 'Thriving' and more 'Connected' Precinct. Investors can form partnerships with established institutions, Council and State Government to further leverage change within the Precinct.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- *Council Plan 2017-2021*
- *The CBD Strategy: Making Ballarat Central*
- *Ballarat Strategy: Our vision for 2040*
- *Ballarat East Local Area Plan*
- *Ballarat Urban Forest Plan*

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	Yes	Yes
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

**Human Rights** – It is considered that this report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

**Social/Cultural** – The plan considers the social and cultural impacts through the considered consultation approach to community values within the Ballarat CBD. The engagement program involved extensive consultation through various methods to ensure that values of the community were understood, and future actions ensure that the ongoing implementation of the plan incorporates social and cultural considerations.

**Environmental/Sustainability** – The plan takes the environmental constraints and opportunities of the area into consideration and is embedded in a range of principles and actions outlined in the Plan. The One Planet principles will form a strong basis for integrating sustainability and environmental considerations across the precinct and through all actions undertaken.

**Economic** – The Bakery Hill precinct plays a vital role in the economy of the City of Ballarat, particularly as the historic economic core of the Ballarat CBD. In recognition of the Precinct’s declining economic activity and a reduction in the number of people who visit the area, Council has sought to understand and identify the structural and economic changes which are needed to catalyse and facilitate urban renewal within the Precinct. A key action of this report will be to prepare a suite of economic modelling to support the economic program of work and to ensure that the work is appropriately prioritised.

**Financial/Resources** – Council has committed \$15 million to short term implementation of the plan, and will develop a resourcing plan to stimulate and advocate for additional funding and investment. While many actions will be the responsibility of or can be facilitated by the City of Ballarat, initiatives will also need to be pursued by other government agencies, business owners, investors, large institutions, landowners and the broader community - as indicated in the relevant implementation plan.

**Risk Management** – The plan is intended to establish a framework to manage land use change, based on an understanding of community values and asset and resource implications. An extensive community engagement process has been undertaken to ensure that community values are understood and reflected. Implementation of the plan will be subject to a range of due diligence and permits that assess risk in detail.

**Implementation and Marketing** – An implementation plan identifies the various priorities, implementation partners and actions, alongside the resources required and timeframe for implementation.

**Evaluation and Review** – An action of the plan is to establish a system of performance monitoring, which will provide annual reports on how implementation is progressing.

**CONSULTATION**

The Bakery Hill Urban Renewal Plan has been prepared through a program of extensive community consultation, detailed in the table below.

Process	Timeframe	Purpose
Phase 1 consultation	November 2018-December 2018	Phase 1 of the community consultation was held between November and December 2018. Consultants were engaged to help tailor a community consultation program to inform the initial introduction of the project as well as to guide the early stages of information gathering. One of the main objectives for the first stage of consultation was to hear from a variety of voices that represent the broader community. To



		<p>achieve this, Council encouraged community participation through online engagement (including surveys and online mapping tools), various popup sessions, workshops and other opportunities for face to face conversations.</p> <p>Through the engagement process, the community and stakeholders were asked:</p> <ul style="list-style-type: none"> <li>• What do you love about the Precinct?</li> <li>• What do you want to retain within the Precinct?</li> <li>• What do you imagine for the future of the Precinct?</li> </ul> <p>Over 200 face to face conversations, and 629 visits online to the mysay webpage with over 150 people completing the online survey.</p>
Phase 2 Consultation	May 2019	<p>Phase 2 of community consultation commenced on March 2019 and concluded in June 2019. As part of phase 2, Council released a 'Response to your Feedback' document which identified the key themes arising from phase 1 and sought further feedback from the community to address any gaps as well as making further suggestions and contributions to the project. Council also opened a pop-up shop in the Bridge Mall (consultation at 16 Bridge) and established a Community Working Group.</p> <p>City of Ballarat conducted face-to-face consultation called 'Consultation @ 16 Bridge' (located at 16 Bridge Mall) throughout the duration of the Phase 2 consultation. The 'pop-up-shop' was open 3 days a week between March and May, providing an opportunity for the community to discuss the project face to face with project officers.</p> <p>A second survey was developed for Phase 2 of the consultation and was made publicly available to the community. The survey asked 11 open ended questions and 3 questions asking for details relating to the respondent's personal circumstances to gain a better understanding of the demographic profile. Council received a further 15 completed surveys by the end of the Phase 2 consultation.</p>
Phase 3 Consultation	August/September 2019	<p>Phase 3 of the consultation program incorporated engagement on the draft Urban Renewal Plan. Based on the feedback from the previous two consultation phases, the draft of the Plan was developed. Through this process Council engaged with business owners and landowners within the Precinct, in addition to the broader community.</p> <p>Officers have engaged in over 300 face-to-face conversations which included over 180 visits to the pop-up shop in Bridge Mall, and one-on-one conversations with individual businesses and landowners along Bridge Mall, Little Bridge Street and Curtis Street. Of all the people who engaged through Phase 3 of the community consultation process, approximately 43% were male, and 57% female, with approximately 78% of engaged community being aged between 40 -79. Visitors to</p>

		<p>the pop-up shop were primarily residents of Ballarat (73%) and 12% being business and/or property owners.</p> <p>The online platform attracted 1 100 online visits with 61 survey responses completed and 13 written submissions received.</p>
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**OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

**REFERENCE DOCUMENTS**

N/A

**ATTACHMENTS**

1. Bakery Hill Urban Renewal Plan - Final - October 2019 [**10.1.1** - 76 pages]

BAKERY HILL

URBAN RENEWAL PLAN

RENEWED

BALLARAT CITY COUNCIL



OCTOBER 2019



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CONCEPT ONLY FOR ILLUSTRATIVE PURPOSES

Kalk/18

## BAKERY HILL VISION STATEMENT

**“Bakery Hill will be the new destination for Ballarat – a cosy quarter within Ballarat’s grand historic CBD - setting a standard for urban renewal which fully embraces the unique heritage canvas.**

**It will be a place where people can experience the wonders of the city’s past and enjoy meandering through the streets brimming with heritage buildings and features; a place of creativity and intrigue, showcasing the artistic talents of the city and offering places to explore.**

**With its proximity to the Ballarat Railway Station and the broader Ballarat CBD, the precinct is ideally located to be a place that incorporates a well-connected series of laneways and a continuous experience for pedestrians. It will be a highly walkable, highly accessible, and sought after for its premium location and connectivity.**

**The precinct will become a pivotal economic hub and clever city, forward-thinking and drawing on the energy of the broader Ballarat CBD. Through thriving day and night time activities, the precinct will be a base for employment in progressive, innovative and high-tech industries, as well a place for nurturing traditional trades. Within a city which is growing, changing and maturing, this area will offer a unique diversity not found in the remainder of the CBD.**

**It will remain a proud retail area but will become an experience for its customers. It will be different - in a good way. This will be the place for buying local wares, local produce, meeting and partnering with local movers and shakers – being visible, but somehow feeling hidden in the laneways, buildings, and unique, smaller businesses in the area.**

**It’s more than just retail - a complete community for people to live, work and enjoy themselves. It will have the things people need - green spaces and parks to play in, a sunny spot to sit and read, a shady spot to lay and relax, and a variety of quality food and coffee choices.**

**Bakery Hill will be at the forefront of sustainable living, embracing new ways to live, learn, work and travel. The Yarrowee Parkland will become a destination – a place for retreat from the hustle and bustle of the city – designed around the stories of indigenous cultural heritage, waterways and biodiversity. The waterway will provide the missing link in an important north-south trail through the city.**

**Partnerships and a shared energy for Ballarat will deliver the key priorities in this plan for renewal. Success depends on all levels of government, community, private sectors and the wider Ballarat community believing in this area and having the confidence to embrace its potential and strive for change.”**





ARTIST IMPRESSION OF LITTLE BRIDGE STREET  
VIEWED TO THE WEST BY GEOFFREY FALK

## WHY RENEW BAKERY HILL?

**Bakery Hill and Bridge Mall Urban Renewal Precinct (the Precinct) plays an important commercial role within the Ballarat CBD, is important as a primary entry point from the east, and is part of an historic precinct of national significance. Bakery Hill is where mass protests were held and the Eureka Flag was unfurled for the first time in the lead up to the Eureka Stockade of 1854. The Precinct is strategically located within the CBD to have close access to the Ballarat Railway Station, and is surrounded by naturally and historically significant waterways and open spaces. However, at present the Precinct is being affected by significant changes in the retail sector, and hasn't yet found a way to capitalise on its many positive assets – including its cultural and heritage buildings, features and identity.**

The Bakery Hill Urban Renewal Plan (the Plan) seeks to address a decline in economic activity within the Precinct and a shared concern amongst the community that the Bridge Mall has lost focus and requires revitalisation and intervention through the private sector and all levels of government. At times, the prospect of intervention and change creates divided opinion and anxiety. During the consultation process however, the community and the traders have welcomed the conversation about the need to intervene.

In this context it is important to acknowledge that what is unusual about preparation of the Bakery Hill Plan is that there is:

- ☆ An appetite for change
- ☆ A shared sense of optimism; and
- ☆ A significant opportunity for improvement.

**The question of why to renew Bakery Hill brings into focus a broader question about why we value places that have evolved over time and why they are important to our future.**

Traditional places, such as Bakery Hill that have activated main streets and other buildings and sites of historical and cultural importance tell the community's stories about who they are and who they were and how the past has shaped them.

Traditional places and main streets are places where people come together to work and live and engage with one another.

As the City grows outward, where greater affordability of housing and convenience-based retail centres are delivered, functional places are more important than ever.

Bakery Hill offers authentic character that cannot be reproduced and a place where the independent spirit of entrepreneurship and innovation can thrive.

### A plan owned by all

Preparation of this Urban Renewal Plan was initiated and funded by the City of Ballarat and the Victorian Planning Authority (VPA). However, this plan will require coordinated action by all stakeholders to achieve the collective vision of the Urban Renewal Plan.

The State Government, private sector and community groups will each play a role in realising this collective vision.

**The Plan is the first step in an ongoing process of urban renewal - harnessing community and government leadership and action to progressively restore Bakery Hill to its role as a thriving heart and gateway to Ballarat; with a distinctive character and a connected community.**

The Plan seeks to respond to these and other challenges by defining an urban renewal framework and identifying key projects and actions to attract investment, stimulate the local economy and create a unique place that will attract residents, visitors and activity. The Plan identifies a number of key projects that can be undertaken in the short term to catalyse renewal, and a broader list of initiatives and specific actions that can be pursued over the medium and long term to support the renewal process.

The Plan was developed by the City of Ballarat in conjunction with a consultant team, with input from a community reference group and the broader community through two previous phases of consultation.

The Plan builds on previous strategic work undertaken by the City of Ballarat, particularly *The CBD Strategy: Making Ballarat Central* (May 2010) and *The Ballarat Strategy: Our Vision for 2040* (July 2015), as well as *Ballarat Imagine* which was the largest open discussion run by the City of Ballarat in 2013.



**Bakery Hill area consists of:**

- ☆ Shopping
- ☆ Offices
- ☆ Restaurants
- ☆ Community uses; and
- ☆ Residential

**BAKERY HILL**  
**70 HECTARES**

**Bridge Mall area consists of:**

- ☆ Pedestrianised mall spanning approx. 250m in length
- ☆ Small-scale shops with small building footprints, narrow frontages and access laneways
- ☆ Buildings with heritage significance
- ☆ Large format convenience shopping including large retailers such as Coles, Big W, Woolworths and Cheap as Chips.

**BRIDGE MALL**  
**17.8 HECTARES**



Figure 1: Bakery Hill Precinct and the Bridge Mall area



# FRAMEWORK FOR URBAN RENEWAL

Before preparing an urban renewal plan, it is important to establish a framework to guide the approach, methodology and key areas of investigation. The framework used to prepare the Bakery Hill Urban Renewal Plan includes a combination of *Strategic Policy*; for example, current strategic documents that are relevant to the Precinct and *Planning Principles*; for example, approaches and methodologies that are adopted by Council and reflect best practice.

The *Strategic Policy Framework* for the Plan comprises the Ballarat Council Plan 2017-2021, the Ballarat Strategy and the CBD Strategy. These strategies are specifically relevant to Bakery Hill, and include a number of policies and actions that have informed and given direction to the Plan.

The *Planning Principles Framework* is based upon the UNESCO Historic Urban Landscape approach and well as established approaches to Main Street urban renewal. These approaches have established the broad set of principles that have been used to frame the Bakery Hill methodology, as well as the approach to initiatives and actions.

## COUNCIL PLAN 2017-2021

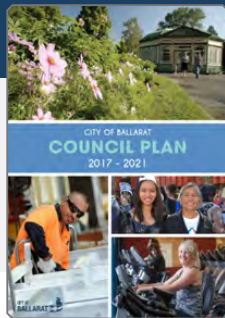
The Council Plan sets out what the City of Ballarat will do to achieve Council's and the community's vision as a proud city that is bold, vibrant and thriving. It is underpinned by the Ballarat Strategy and has four main goals.

The four main goals of the Council Plan:

- ☆ **Liveability** Improve the quality of life for our community
- ☆ **Prosperity** Advance our economic position as the capital of Western Victoria
- ☆ **Sustainability** Protect, maintain and enhance our built and natural assets
- ☆ **Accountability** Provide strong and decisive leadership, and transparent governance

### Council Plan 2017-2021

Preparation of the Bakery Hill Urban Renewal Plan is driven by these goals, particularly the goal of prosperity, which seeks to deliver activities and projects that will advance Ballarat's economic position as the capital of Western Victoria. The Council Plan, with the support of several strategic documents recognises the potential of Bakery Hill as an urban renewal opportunity.



## BALLARAT STRATEGY

*The Ballarat Strategy: Our Vision for 2040* (July 2015) identifies three priority renewal areas across the city – Bakery Hill being one. The Strategy adopts the **Ten Minute City** and the **Complete Neighbourhoods** models as a framework for guiding growth and change in Ballarat over the next 20+ years.

Despite the many benefits and opportunities offered by Bakery Hill in terms of location, character, infrastructure and services, the Precinct has not been embraced by the community as a 'complete neighbourhood'. This Plan seeks to change that perception; to recast Bakery Hill as a complete neighbourhood - a desirable place to live, work and engage in social and community life; a genuine 10 Minute City.

### 10 Minute City and Complete Neighbourhoods

The '10 Minute City' concept in Ballarat reflects community aspirations to maintain existing levels of access to destinations and services as 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.



## THE CBD STRATEGY: MAKING BALLARAT CENTRAL

The Bakery Hill Urban Renewal Plan seeks to redefine and build on the ideas and actions set out in *The CBD Strategy: Making Ballarat Central (May 2010)*.

The Plan seeks to realise a key action identified in The CBD Strategy, which is to:

**Prepare a comprehensive Master Plan for the Precinct which addresses all issues of land use, built form, car parking, access and pedestrian amenity in a holistic manner.**



*The CBD Strategy* sets out a long-term vision for the Central Business District (CBD) that is underpinned by five city-wide themes: Commercial and Cultural Capital, Connections, Places for People, Building Quality and Strong Leadership and Governance.

## UNESCO HISTORIC URBAN LANDSCAPES



UNESCO's Historic Urban Landscape (HUL) approach is about using a detailed, rich and localised understanding of a place to drive sustainable outcomes for cities and their communities. It is designed to help cities manage change while retaining what is distinct and valued about their identity, culture and environment.

This approach has been adopted by Ballarat City Council, in a partnership with UNESCO, as a means of tackling challenges facing the City through development, whilst also keeping the aspect of the City that local people value.

In Bakery Hill, this approach was used to inform the background analysis, where a layered understanding of the history of the site and current conditions was used.



SOURCE: JEREMY DILLON FOR CITY OF BALLARAT

## MAIN STREET URBAN RENEWAL

**When buildings or places are under utilised or experience decline (either economic decline, or decline in their appearance), we often say that they need to be renewed. But what does urban renewal mean in the context of Bakery Hill?**

Renewal in Bakery Hill means working with the strengths of the Precinct in an inclusive way. To catalyse change and future proof the Precinct – to simplify the street structure to make it more inviting to all users; to adapt and reuse important heritage places to build a strong sense of identity and to facilitate a shift to new uses and economies that will attract visitors, tourist and residents, whilst promoting sustainability and utilising digital technologies to assist the development of a renewed Bakery Hill Precinct.

Through this Plan we have referred to these changes under the integrating themes of **Thriving**, **Connected** and **Distinctive**.

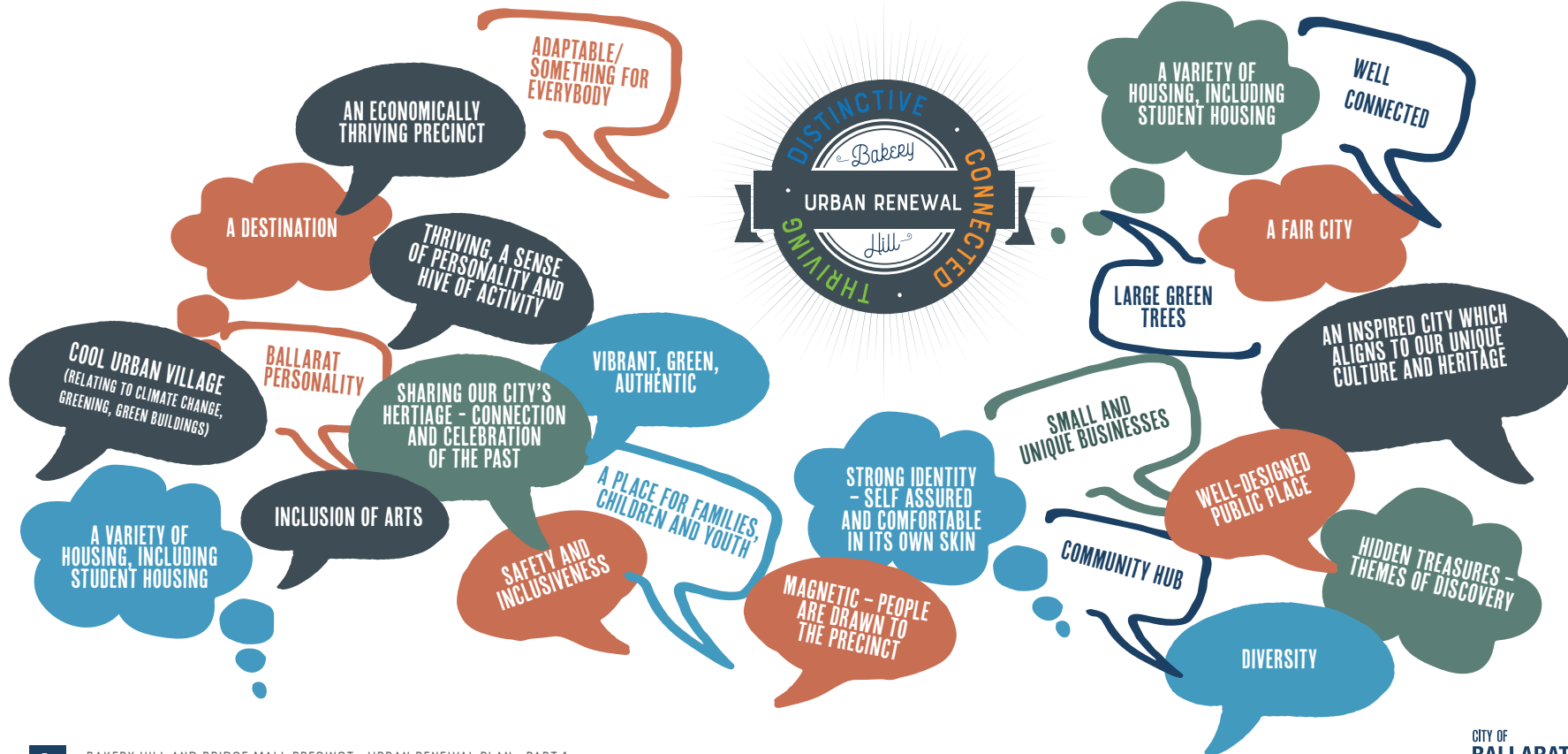
Urban renewal is rarely ever a 'quick fix'. The success of the Bakery Hill Urban Renewal Plan requires ongoing commitment and investment, in the form of physical works, which can act as catalyst projects, and leadership and participation at all levels, including traders, landholders, the community and government.

# WHAT IS UNIQUE ABOUT BAKERY HILL AND WHAT IS ITS FUTURE ROLE?

The Bakery Hill and Bridge Mall Precinct occupies a strategic location at the eastern gateway to the Ballarat CBD. The rich history of the precinct, the heritage buildings and places, proximity to the railway station, relationship to surrounding tourist destinations such as Sovereign Hill, and redevelopment opportunities are just some of the strategic advantages that the precinct possesses.

When viewed within the context of the remainder of the CBD and the long-term growth potential of the City, the true value and role of the Bakery Hill Precinct becomes apparent. As the City continues to mature as a desirable housing and employment destination, there is likely to be interest and demand from residents, entrepreneurs, employers and visitors to experience unique and authentic places that are not present in emerging parts of the City.

Words and statements that were used by members of the community during the process of preparing the Urban Renewal Plan capture the desirable components or essence of the place that Bakery Hill has the potential to become.







ARTIST IMPRESSION ONLY - ACTUAL CONFIGURATION AND DESIGN WILL BE SUBJECT TO DETAILED DESIGN PROCESS AND CONSULTATION  
BY GEOFFREY FALK

# HOW THE PLAN WAS PREPARED

**The Bakery Hill and Bridge Mall Urban Renewal Plan was prepared in a collaborative manner with a range of technical and community stakeholders, adopting the HUL methodology. A staged approach was adopted, with regular involvement of the community, traders and technical stakeholders.**

**The process involved three key phases (refer to Figure 2), with the following stakeholders involved throughout:**

- ☆ City of Ballarat
- ☆ Community reference group – comprising local architects, traders, local residents from different walks of life, as well as representatives from the Bridge Mall Trader’s Association, Victoria Police, and Federation University.
- ☆ Local community – traders, landowners, residents
- ☆ Broader community
- ☆ Victorian Planning Authority
- ☆ Project consultants.

During the **information gathering and analysis phase**, an Enquiry by Design workshop was held, which provided technical and community stakeholders the space to explore the historical and current features of the Precinct, using the HUL layered analysis methodology. The outputs of this phase resulted in preparation of a number of background reports that explored key areas of investigation and opportunity.

During this phase, broader community consultation was also undertaken, which sought feedback in relation to emerging principles, key targets and the general approach toward renewal of Bakery Hill.

## Consultation Responses

Consultation responses that were gathered during the process were used in conjunction with the background analysis, to inform preparation of the Urban Renewal Plan and identification of the potential key projects.

A variety of feedback was received through face to face forums, online engagement tools, pop-up-shop and Community Reference Group (CRG) meetings.

Background Paper 4: Community Engagement Report provides a summary of the previous two consultation processes.

The key themes that were identified following review of the feedback were:

### A strong appetite for change within the Precinct

There is a strong desire for change and improvement within the Precinct including the need for more eating and dining areas to encourage foot traffic and to create a night time economy, which in turn will create increased levels of safety throughout the Precinct. Furthermore, public and active transport options need to be addressed within the Precinct to provide opportunity for higher density residential development within the Precinct.

### A stronger connection and celebration to the Precinct’s history and story

Re-establishing a relationship with the Yarrowee River and linking this to Ballarat’s Indigenous heritage along with the restoration and maintenance of Ballarat’s celebrated historical buildings and architecture within the Precinct.

### The Bridge Mall needs to be a return to its role as a key destination within Ballarat’s CBD

A more diverse retail mix is needed to offer a point of difference to enclosed shopping centres (Stockland, Central Square) and surrounding big box retailers. This would allow opportunity for more independent shops for Ballarat’s creative community. The Precinct also presents an opportunity to facilitate inclusive public open space and greening.

### Facilitating movement within the Bridge Mall itself

The potential of opening the Bridge Mall to slow moving one or two-way car traffic, creating passive surveillance and incidental exposure to Bridge Mall’s shops.

## Background reports and other resources

1. Background Paper 1: Economic Report
2. Background Paper 2: Re-Discovering the Bakery Hill Legacy
3. Background Paper 3: Movement and Access Report
4. Background Paper 4: Community Engagement Report
5. Book of Maps

Figure 2: Bakery Hill Urban Renewal Process



# STEPS TO THE URBAN RENEWAL PLAN

The Bakery Hill Urban Renewal Plan is structured in **5** parts

## Introduction **1**

Outlines why we need to renew Bakery Hill, how we have prepared the Plan, and what is needed for the Plan to succeed.

## Bakery Hill's potential for renewal **2**

Tells the story of Bakery Hill, starting with the Precinct's history, its current challenges and opportunities, as well as its potential as a thriving, connected and distinctive local neighbourhood in the future.

## The Plan **3**

Sets out:

### VISION

A big picture statement for the desired future state of Bakery Hill. The vision is expressed in terms of three Integrating themes - "Connected, Thriving and Distinctive"

### INTEGRATING THEMES

Connected, Thriving and Distinctive emerged throughout the project as individually important aspirations for Bakery Hill. When integrated, the themes evocatively express an holistic vision for the Bakery Hill Precinct. These themes have been used to broadly structure the objectives, initiatives and actions that will achieve the vision. However, it is important that they are read together to appreciate how elements overlap and link together.

### OBJECTIVES

High level objectives are defined for each integrating theme. These objectives are aspirational statements – what we want Bakery Hill to be in the future.

### INITIATIVES

Broad initiatives have been identified as positive interventions that can renew Bakery Hill. An initiative is a first step, or a catalyst toward achieving the desired vision – and not an end result. Each initiative will need to be 'activated' by stakeholders (the actions).

### TARGETS FOR 2050

The key measurables we will use to check that we are on the right track.



## Key Projects

# 4

PART

Identifies an initial set of projects from the Plan to get started. These projects have been identified as having potential to encourage positive change in the Precinct. They are presented as ideas only; to initiate a conversation within the community about the suitability of the priority action list and the possibilities for renewal.

## Making it happen and checking it works

# 5

PART

Provides a clear action plan for Council and the community to follow. The actions identified are next steps that will give life to the initiatives. Actions may be future projects, desired partnerships or investment directions. Some actions will require physical changes to the Precinct – changes you will be able to see. Other actions will be less visible, but are just as important; for example, actions focused on strengthening community involvement in the Precinct. All actions will require active community participation in order to succeed.

Actions are generally categorised in the following classes that represent the integrated approach to urban renewal:

### ECONOMIC DEVELOPMENT

For example, working with businesses, programming and promotion of Bakery Hill.

### PHYSICAL WORKS

For example, structural, interventions, public realm works, developments etc. Includes planning, design and engagement associated with works. Works may be undertaken by government or private entities.

### PLANNING + POLICY

For example, changes to planning schemes, development of policy etc

### PARTNERSHIPS AND ADVOCACY

For example, establishing groups, partnerships and alliances within the community and government.

The intention is to ensure there is alignment on the collective actions that need to be pursued to successfully renew Bakery Hill. The measures of success (including the targets for 2050), are metrics that will be used to track progress; to determine if the plan is working.

# RE-DISCOVERING THE BAKERY HILL LEGACY



**FURTHER READING**  
BACKGROUND PAPER 2:  
REDISCOVERING THE BAKERY HILL  
LEGACY

LOOKING EAST UP BRIDGE STREET 1860 (SOURCE: MAX HARRIS  
PHOTOGRAPHY COLLECTION, BALLARAT MECHANICS' INSTITUTE)

## THE STORY OF BAKERY HILL

Uncovering the history of Bakery Hill is important in understanding the Precinct's changing character and potential for renewal. Bakery Hill has a rich history, which dates back thousands of years before gold was discovered in Ballarat in the 1850s.

### PRE 1800S

The Precinct is located within the traditional lands of the Wadawurrung people, who for thousands of years were sustained by Ballarat's (meaning 'resting place' in Wadawurrung language) landscape and imbued it with cultural meaning.

**"The land on which Ballarat East stands is the land that for thousands of years sustained Wadawurrung people. It provided them with water, food, medicine and shelter. It harboured the animals and the birds during winter. It was a place where the surrounding hills protected the environment and all the creatures that lived there."**

(Uncle Bryon Powell, Wadawurrung Elder)

### POST 1800S

The story of Bakery Hill as a settlement and retail hub is one of rise and decline. The development of Bakery Hill as we know it began following the discovery of gold in the 1850s. The gold rush transformed Ballarat into a major settlement, during which time the east of Ballarat, particularly Main Road and Bridge Street, were established as one of the earliest commercial areas within Ballarat. This history can be seen in the many heritage buildings of varying eras, and the pattern and rhythm of the older shop fronts.

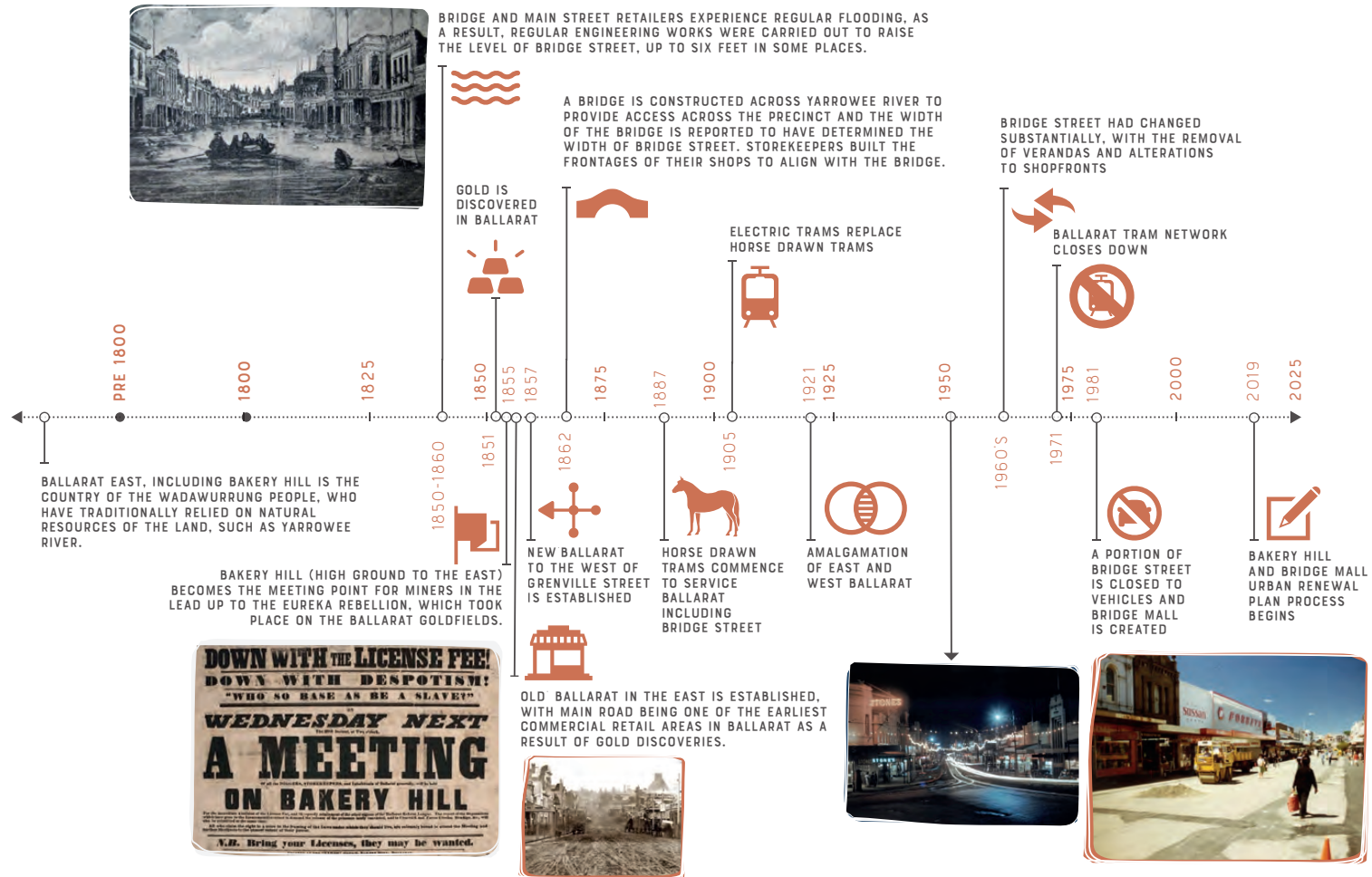
Bakery Hill (at the site of the current Victoria Street roundabout) is thought to be the site where the Eureka flag, and the Precinct in general is associated with the protests and monster meetings staged by miners in the lead up to the Eureka Stockade on 3 December, 1854. The changing landscape has made the exact locations of these events difficult to pin point and remains a subject of passionate debate.

Bridge Street was a bustling thoroughfare and gateway between east and west Ballarat. The horse drawn tram network was eventually electrified which eventually gave way to the car. However, the role of Bridge Street changed substantially in the 1980s when the street was closed to traffic and pedestrianised.

Since that time, changes to the economy, the way people shop, and the way people get around has contributed to a decline in activity within the Precinct.

Now is the time to reflect on interventions that have been made in the past, define the features and stories of the Precinct that we value, and explore options for initiatives that can breathe life back into this once vibrant Precinct.

Figure 3: Timeline of Bakery Hill's evolution



# EVOLUTION OF BAKERY HILL

## Changes From Pre 1860s to 2019

The changes that have so far been identified suggest a pattern of change typical of many Victorian towns and suburbs, but distinguished by very early and rapid growth in association with the Gold Rush and then property boom.

### From the pre 1860s:

Bakery Hill quickly became urbanised, developing greater complexity as new streets, blocks, properties, buildings and land uses established.

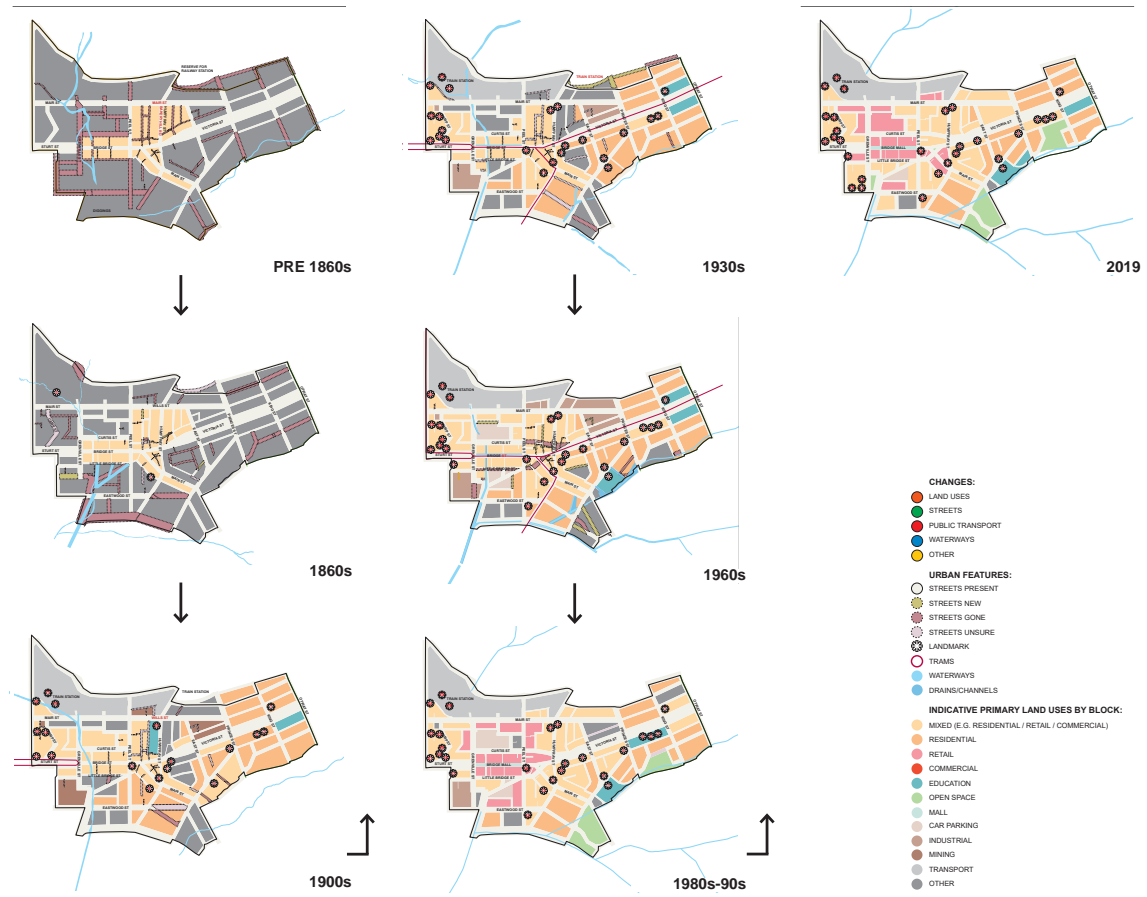
Bridge St, Main St and Humffray St emerged as the centre of the new township. Bridge St essentially remained unchanged in its functions and form until it was transformed into a retail mall in 1981.

Residences, shops, hotels/pubs, schools, and services established around the centre, spreading eastward and southwards with time.

From the 1960s, a different pattern in urban change started to occur, which prioritised the car and a more organised suburban rather than complex urban place. Properties were lost to road widening schemes, car parking appeared as a primary land use, and site consolidation removed fine-grained residential blocks to make way for big box retail and their car parks.

The tram network, which functioned as a fixed 'anchor' for investment, people and activities for decades, was decommissioned in 1972. It is thought that many locals continued to walk and ride bikes to access their daily needs, as car ownership was beyond typical household budgets. As Bakery Hill developed more district-scaled big box retail, it became more outwardly focused as a district destination to be accessed by car.

By the 1980s, Bridge Mall was closed to traffic and converted to an outdoor shopping centre, applying an urban design model used by other cities to address increasing traffic and competition from suburban shopping centres.



**Note:** This study area varies from that applied by other consultants and in other documents, in order to capture the Ballarat railway station, a part of the CBD for context, and a section further east identified by CoB planning and design officers as needing research and guidance.

# BAKERY HILL AT A GLANCE

**Identifying what we know about the Precinct is an important first step to understand the challenges and opportunities for renewal.**

Figures 4 and 5 provide a summary of the spatial elements and measurable factors that are important considerations for the renewal of Bakery Hill.

The Precinct is strategically located within proximity of the Ballarat Railway Station, a range of open spaces and culturally and historically significant waterways, which have been transformed over the years to respond to flooding and accommodate development.

Other key features include:

- ☆ the movement network and road infrastructure which currently service a range of transport modes;
- ☆ built form is a key structural element that contributes to the Precinct's fabric and character; and
- ☆ publicly owned sites provide opportunities for key projects that support the renewal of Bakery Hill.
- ☆ These elements present a range of challenges and opportunities which are explored in the following pages.

Figure 4: Existing Conditions Map

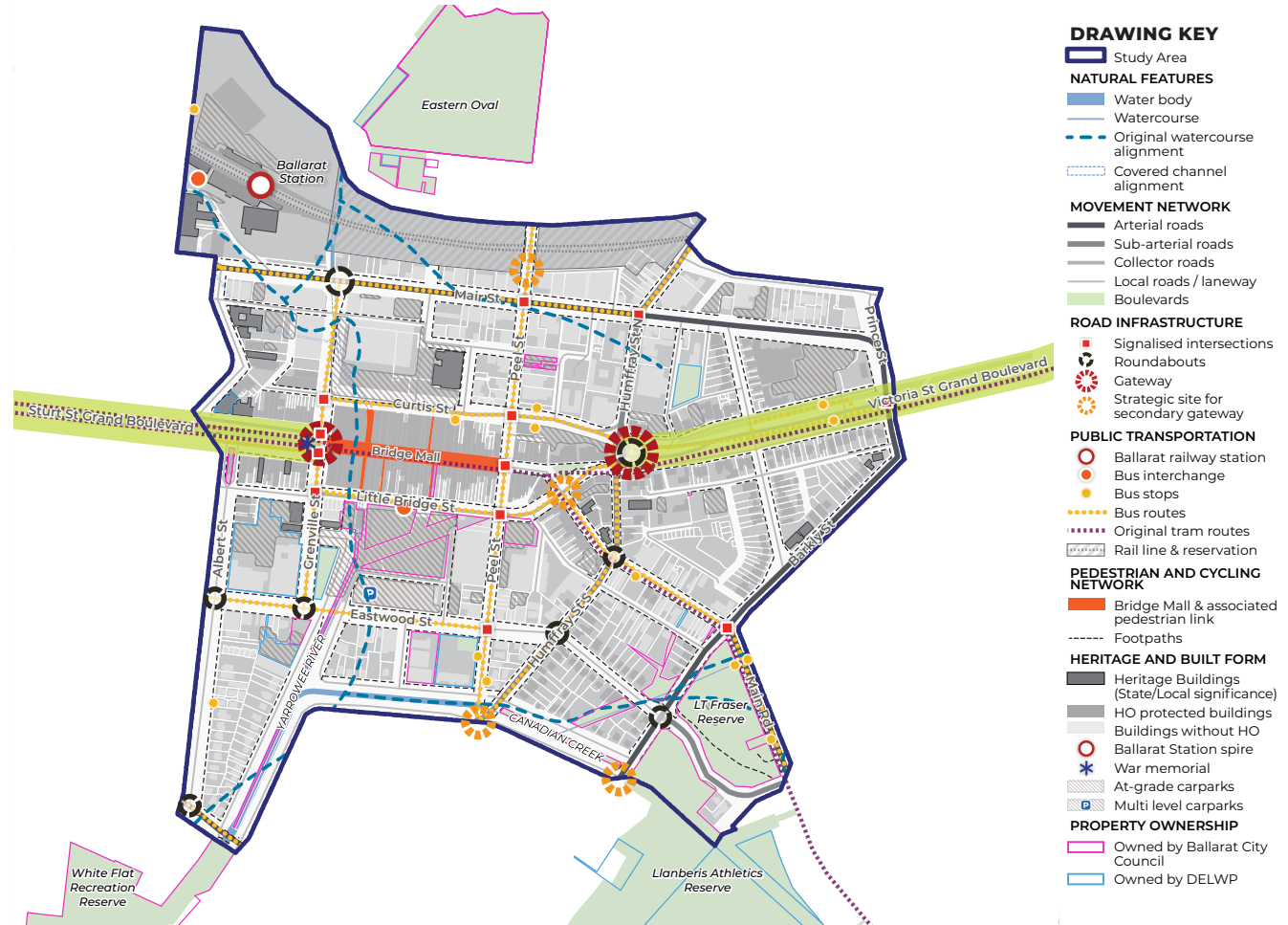
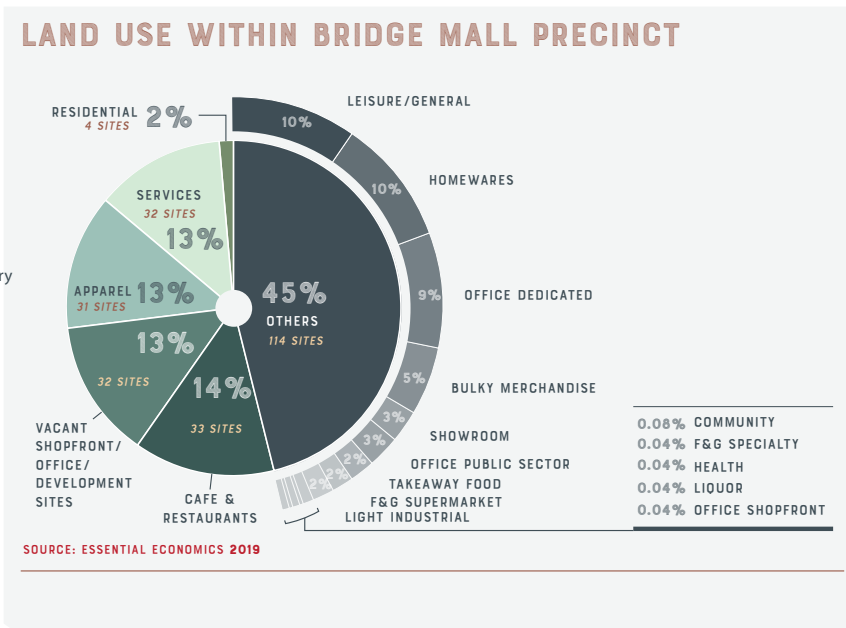
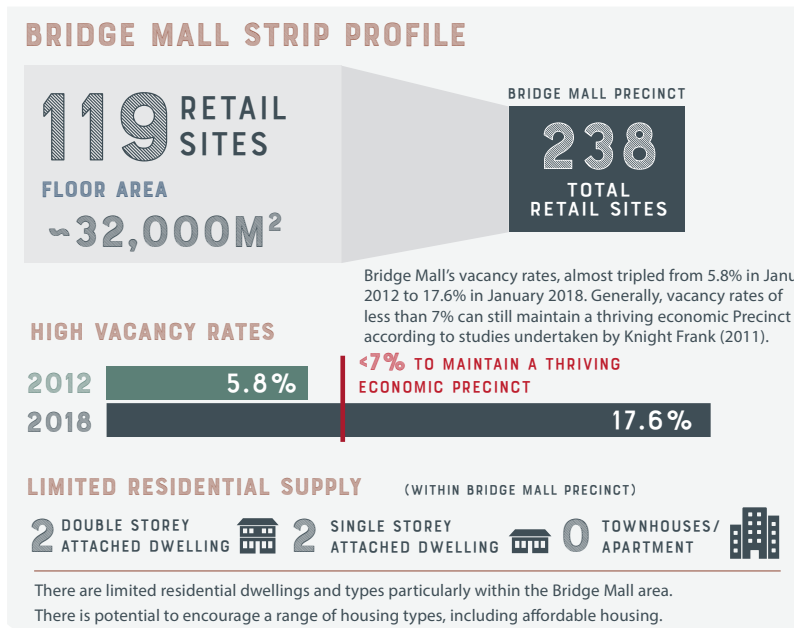
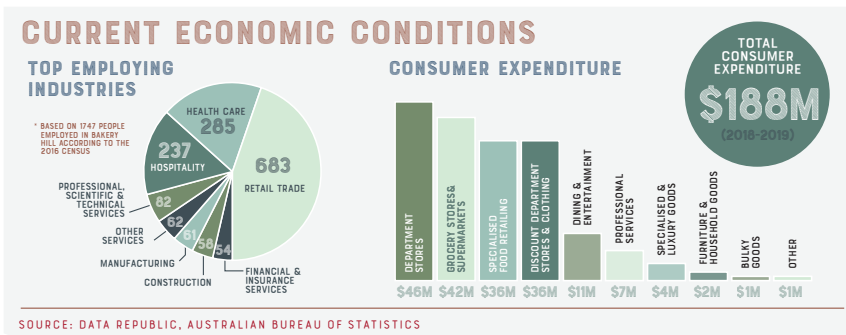
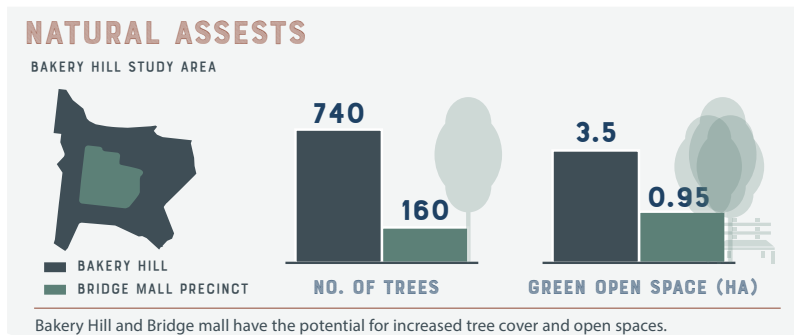


Figure 5: Summary Statistics

The statistics in Figure 5 are intended to assist in establishing benchmarks and measures of success by providing a summary of current measurable conditions.

Note: the Economic Background Report recommends further analysis be undertaken to include employment growth projections and floor space demand within the Bridge Mall Precinct.



INFORMATION AND DATA IS CORRECT AS OF SEPTEMBER 2019



# CURRENT CHALLENGES AND POTENTIAL FOR RENEWAL

During the information gathering phase, key sources of information and analysis were utilised including:



The technical analysis findings (see background reports and book of plans) and the consultation findings were combined to refine three key challenges and potential for renewal.

## CONSULTATION KEY THEMES

### A STRONG APPETITE FOR CHANGE WITHIN THE PRECINCT

There is a strong desire for change and improvement within the Precinct including the need for more eating and dining areas to encourage foot traffic and to create a night time economy, which in turn will create increased levels of safety throughout the Precinct. Furthermore, public and active transport options need to be addressed within the Precinct to provide opportunity for higher density residential development within the Precinct.

### A STRONGER CONNECTION AND CELEBRATION TO THE PRECINCT'S HISTORY AND STORY

Re-establishing a relationship with the Yarrowee River and linking this to Ballarat's Indigenous heritage along with the restoration and maintenance of Ballarat's celebrated historical buildings and architecture within the Precinct.

### THE BRIDGE MALL NEEDS TO BE RETURNED TO ITS ROLE AS A KEY DESTINATION WITHIN BALLARAT'S CBD

A more diverse retail mix is needed to offer a point of difference to enclosed shopping centres (Stockland, Central Square) and surrounding big box retailers. This would allow opportunity for more independent shops for Ballarat's creative community. The Precinct also presents an opportunity to facilitate inclusive public open space and greening.

### FACILITATING MOVEMENT WITHIN THE BRIDGE MALL ITSELF

The potential of opening the Bridge Mall to slow moving one or two-way car traffic, creating passive surveillance and incidental exposure to Bridge Mall's shops.

## TECHNICAL ANALYSIS FINDINGS SUMMARY

- Movement network is disconnected and conflicting;
- Changes in the retail sector are affecting the retail mix and vacancy rates;
- Large format land uses have interrupted the fine grain land use and movement network;
- The gateways are under developed;
- The heritage buildings and places offer a significant point of difference;
- There is a lack of housing in the Precinct;
- There is a lack of well-located high-quality open space in the Precinct; and
- The Mall has a lack of exposure to visitors and passing trade.

## CURRENT CHALLENGES AND POTENTIAL FOR RENEWAL

**THE ROLE OF BAKERY HILL AS A GATEWAY TO BALLARAT AND DESTINATION WITHIN THE CBD HAS BEEN LOST**

**DEVELOPMENT HAS INTERRUPTED THE STRUCTURE AND CHARACTER OF THE PRECINCT**

**CHARACTER, HERITAGE AND THE PUBLIC REALM IS VALUED BUT NOT CELEBRATED**

# THE ROLE OF BAKERY HILL AS A DESTINATION WITHIN THE CBD NEEDS TO BE REDEFINED

**Strengthen the economic role of the Precinct – as a hub for retail and commercial employment, and as the gateway to the central business district.**

The Precinct now lacks diversity and vibrancy - retail shops dominate, there are a large number of vacant shops, upper levels of buildings are under utilised, large car parks have interrupted the appearance and functionality of spaces, and there is a lack of activity and energy, particularly at night.

Changes in the retail sector, such as how people shop, means that Bridge Mall has been presented with challenges including the need to compete with suburban shopping centres and online shopping. As a pedestrian mall, Bridge Mall is not well served by passing trade, and can feel 'out of the way' to visitors and tourists - it is no longer perceived as a destination or as a gateway to Ballarat.

While some people live in the Precinct, the type of housing does not best leverage the opportunities available - access to public transport, proximity to the CBD and availability of heritage character. Above ground floor level, many shops have unrealised potential - they are attractive, central and rich with heritage character. However, these spaces have been neglected for a range of reasons, including fire and access restrictions.

In order to adapt, there is potential to refocus the Precinct to attract other land uses – new creative industries and more traditional industries associated with the Gold Rush era as well as residential development. There is also potential to redevelop key sites, particularly on Council owned land, to catalyse change and reinstate Bakery Hill's role as a thriving, vibrant destination and historic gateway to Ballarat.

Figure 6 shows the physical elements that should be considered in response to this challenge.

"BRIDGE MALL HAS LOST ITS FOCUS. THERE ARE TOO MANY VACANT SHOPS, AND IT CAN FEEL **EMPTY AND UNSAFE.**"

"TRADERS AND LANDHOLDERS ARE ENTHUSIASTIC ABOUT **FACILITATING CHANGE** – THEY WANT TO PLAY AN ACTIVE ROLE IN **RENEWAL.**"

"THE LARGE CARPARKS ARE CONVENIENT FOR ACCESSING SHOPS BY CAR, BUT THEY ARE NOT ATTRACTIVE ENVIRONMENTS FOR PEDESTRIANS AND CYCLISTS, AND AT NIGHT THEY CAN FEEL **EMPTY AND UNSAFE**"

"THERE ARE OPPORTUNITIES TO USE THE RENEWAL PROCESS TO **SHOW LEADERSHIP IN ENVIRONMENTAL SUSTAINABILITY.**"

**2**  
PART



HERITAGE BUILDINGS FOR SALE WITHIN BAKERY HILL



Figure 6: Bakery Hill as a Gateway Destination



WESTERN GATEWAY TO BRIDGE MALL FROM STURT STREET



A VACANT SHOP IN BRIDGE MALL



LARGE RETAILERS NORTH OF BRIDGE MALL



BLANK WALLS ALONG LITTLE BRIDGE STREET



COUNCIL-OWNED CAR PARKING ON LITTLE BRIDGE STREET

# IMPROVE CONNECTIONS THROUGH THE PRECINCT

**Improve connectivity and movement through the Precinct which will accommodate a diverse range of land uses.**

The Precinct has been impacted by a number of historical structural changes - which includes creation of the Bridge Mall and introduction of large format retail uses, such as supermarkets and their associated car parks. These structural changes have changed the way people use the space, and how they move through it.

Direct vehicle links have been lost in favour of bypass routes, a pedestrian mall and one way vehicle movements (in Little Bridge Street and Curtis Street), limiting accessibility to the primary shopping district by car. Bridge Mall seems hidden – it lacks exposure to passing trade, and often visitors are unaware of it. Pedestrian and cycle linkages to the mall and other destinations are either unclear, indirect, missing and there is limited infrastructure (such as weather protection) to support walking and cycling as a transport option.

Access to public transport is challenging – the train station lacks prominence and visibility; bus stops are inconveniently located, and public transport modes are not well integrated with the pedestrian/cycle network.

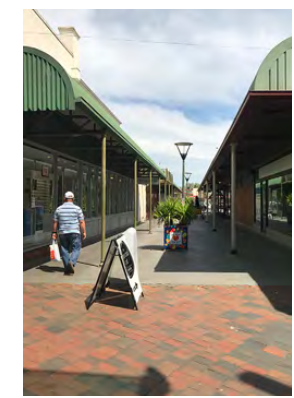
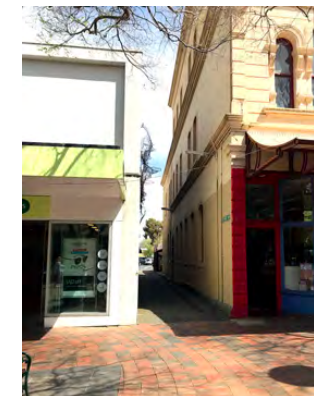
As a central Precinct, there is opportunity to enhance the sense of connectedness – both in terms of physical connections by transport, but also social and business connections. Space for civic and community infrastructure will be important for the wellbeing of future residents and visitors, and enhanced technological infrastructure to attract businesses and visitors.

Figure 7 shows the physical elements that should be considered in response to this challenge.

"PEOPLE FIND IT CONFUSING AND DIFFICULT TO NAVIGATE AROUND THE BRIDGE MALL."

"BRIDGE MALL IS HIDDEN AND DOESNT CONNECT WELL WITH TRANSPORT OPTIONS - PARTICULARLY PEDESTRIAN AND CYCLE NETWORKS."

"BUS STOPS ATTRACT ANTI-SOCIAL BEHAVIOUR, AND THERE IS A LACK OF PROTECTION FOR PEDESTRIANS AGAINST WIND, RAIN AND HEAT."



LANES AND WALKWAYS PROVIDE SOME DEGREE OF NORTH-SOUTH PEDESTRIAN ACCESS TO AND FROM BRIDGE MALL



LARGE CAR PARK SOUTH OF BRIDGE MALL TOWARDS YARROWEE RIVER

Figure 7: Bakery Hill's Structure



ONE-WAY STREET ALONG CURTIS STREET



INTERSECTION AT PEEL STREET AND CURTIS STREET



CROSSING ON LITTLE BRIDGE STREET BETWEEN BRIDGE MALL AND THE COUNCIL-OWNED CAR PARK



# ENHANCE THE PRECINCT'S CHARACTER, HERITAGE AND PUBLIC REALM

**The character and quality of the built form within the Precinct is a key asset.**

Buildings are generally of a comfortable human scale - mid-rise in height and fine-grain in width and depth. Heritage buildings and places tell the story of Bakery Hill and are important to the Precinct's identity.

Over time, however, the distinctive cohesiveness of the Precinct's architectural character have deteriorated. Building widths, depths and architectural styles have changed, larger format uses have been introduced, verandahs have been removed and inconsistent building materials and finishes have been used (particularly in Bridge Mall).

The indigenous and post-contact history of the Precinct, as well as the historical natural features, such as the path of the Yarrowee River (which previously passed through the Precinct), are not well understood or celebrated. The historical role of the Precinct is generally unknown to tourists, who bypass it on their way to other, more well-known destinations.

The Precinct lacks features, such as open spaces, street trees, weather protection, public furniture and art that encourage people to use and enjoy the public realm. What is there, including the streets and Mall, appear tired and run down. Recent renewal efforts have been made in isolated locations, including landscaping and façade improvements to shops – these are positive improvements that could be extended more broadly.

The Bridge Mall has been adopted as a de facto 'open space' (particularly around the small playground), however it is recognised that these spaces are not sufficient to properly support a thriving community. The deviation of the movement network around Bridge Mall has compromised the grandeur of Sturt Street and Victoria Street – landmark entry sites to the Precinct that should be celebrated.

Figure 8 shows the physical elements that should be considered in response to this challenge.

"THE HERITAGE BUILDINGS AND PLACES WITHIN THE PRECINCT ARE HIGHLY VALUED, HOWEVER, THE STORY OF BAKERY HILLS ROLE IN THE EUREKA STOCKADE IS **NOT WELL KNOWN** OR REPRESENTED IN PUBLIC SPACES. HISTORICAL AND NATURAL FEATURES, SUCH AS THE YARROWEE RIVER HAVE BEEN LOST."

"TRADERS AND THE COMMUNITY **HIGHLY VALUE** FESTIVALS AND COMMUNITY EVENTS AS **WAYS OF ACTIVATING THE SPACE.**"

"THE **TREES** AND **SMALL PLAYGROUND** ARE IMPORTANT TO THE COMMUNITY, HOWEVER, THERE IS **NO ATTRACTIVE HEART** OR MEETING PLACE WITHIN THE PRECINCT."

"**LARGE CAR PARKS** HAVE INTERRUPTED THE **CHARACTER** AND **QUALITY** OF THE BUILT FORM, AND THE BRIDGE MALL APPEARS **TIRED** AND IS IN NEED OF MAINTENANCE."

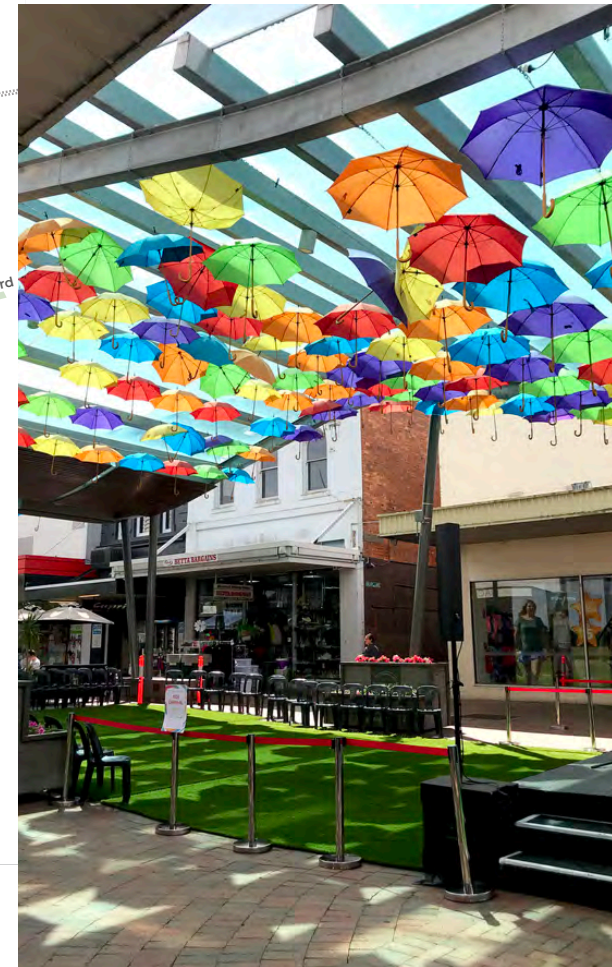


TEMPORARY MARQUEES WITHIN BRIDGE MALL FOR USE DURING EVENTS



OPEN SPACE SOUTH OF BRIDGE MALL INTERFACING WITH CAR PARKING (VIEW FROM THE EAST)

Figure 8: Bakery Hill's Character, Heritage and Public Realm



BRIDGE MALL EVENT SPACE

## BAKERY HILL: INTEGRATING THEMES

During the formulation of the vision, three key themes have emerged that have been used as a basis to give effect to the vision **Thriving**, **Connected** and **Distinctive**. They are themes that overlap and integrate, and as such, are called the Bakery Hill **Integrating Themes**.

**Collectively, the integrating themes express the vision for what Bakery Hill will become.**

**A thriving economy, supporting an engaged and resilient community.**

**A community connected to people, place and local destinations.**

**A place with a distinctive identity and story to tell.**

The integrating themes are used to frame objectives, initiatives and actions that will combine to achieve the Bakery Hill vision. The key projects identified in Part Four of The Plan demonstrate how the integrating themes are put into practice to contribute to the vision in an holistic way.





A **THRIVING** ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY



DIVERSE ECONOMY   ADAPTABLE AND RESILIENT   PLACE TO LIVE   COMMUNITY LED

**THRIVING TARGETS FOR 2050**

- + HOST AN ADDITIONAL **600** NEW JOBS
- + ACCOMMODATE APPROX. **5,000** NEW RESIDENTS
- + MORE DIVERSE TENANCY MIX
- + A **DIVERSE** COMMUNITY
- + **5%** NEW DWELLINGS DELIVERED AS AFFORDABLE HOUSING
- + ZERO NET EMISSIONS
- + **100%** RENEWAL ENERGY



A COMMUNITY **CONNECTED** TO PEOPLE, PLACE AND LOCAL DESTINATIONS



SIMPLIFIED STREETS   CONVENIENT ACCESS TO PUBLIC TRANSPORT   SAFE PATHWAYS   SERVICES AND INFRASTRUCTURE

**CONNECTED TARGETS FOR 2050**

- + WALKABILITY SCORE OF **80%** FROM HOMES AND WORKPLACES
- + **20%** MODAL SHIFT FROM CARS TO PUBLIC TRANSPORT



A PLACE WITH A **DISTINCTIVE** IDENTITY AND STORY TO TELL



HERITAGE BUILDINGS & PLACES   GREEN STREETS & OPEN SPACES   GATEWAY TO BALLARAT   TOURIST DESTINATION

**DISTINCTIVE TARGETS FOR 2050**

- + NEW BUILDINGS DEMONSTRATING **ARCHITECTURAL EXCELLENCE**
- + 1 HA OF **GREEN SPACE** ACROSS THE PRECINCT
- + LOCAL PARK WITHIN **400M** OF ALL HOUSES
- + **40%** CANOPY TREE COVER





**A THRIVING ECONOMY,  
SUPPORTING AN ENGAGED  
AND RESILIENT COMMUNITY.**

**Bakery Hill will be a thriving mixed use hub- a key destination within Ballarat and a gateway to the Ballarat CBD. The Precinct will play an important role in Ballarat's economy and community life; it will be the centre of innovative and creative industries; an active and vibrant place during the day and night, and a sought after place to live for a diverse range of people.**

Upgrades to and ultimately re-development of key sites will drive change and investment to create a great place to live, work and play, and to diversify the economy and add to the unique sense of place and community.

Bakery Hill will be an environmentally sustainable place and resilient community that limits the impact of climate change, and is adaptable to meet changing needs.

**OBJECTIVES**

- T1** Bakery Hill's renewal will be an ongoing **community led process**, that supports local leadership and private sector partnerships.
- T2** Bakery Hill will be reinvigorated with **diverse land uses**, including restaurants, creative industries, commercial uses and residential development.
- T3** Bakery Hill will be promoted as a **great place to live** for all people.
- T4** Bakery Hill will be positioned as a leader in **climate change adaptability and resilience**.

The sub-precincts identified in Figure 8 are derived from *Making Ballarat Central - The CBD Strategy* and modified to strengthen the core to become a mixed use Activity Hub that not only offers retail, but also residential, commercial and community uses.



Figure 9: Urban Renewal Plan - Thriving

**DRAWING KEY**

Key redevelopment sites (Short-medium term)	Community hub
Key redevelopment sites (Long term)	CBD peripheral retail
Activity hub	CBD retail
Local retail hub	Office
Residential hub	Railway precinct



## INITIATIVES

**T1** Bakery Hill's renewal will be an ongoing **community led process**, that supports local leadership and partnerships.

**T1.1** Undertake renewal projects in an open and collaborative way.

### THE RENEWAL PROCESSES RECOGNISES

- ☆ Catalyst projects in the public realm are only one component of a broader revitalisation program
- ☆ Private development and investment will be critical to the ongoing vitality of the Precinct
- ☆ Community engagement, leadership and partnerships are essential to the successful delivery of all initiatives and actions in the Bakery Hill Urban Renewal Plan.
- ☆ The need to promote growth of businesses, including introducing co-working spaces.

**T1.2** Use digital technologies to engage the community in the development process of the Precinct and its key projects.

**T2** Bakery Hill will be re-invigorated with **diverse land uses**, including restaurants, creative industries, commercial uses and residential development.

**T2.1** Prepare planning controls to give effect to this plan and consider the distinct role and purpose of each sub-precinct (refer to Figure 9) that will collectively contribute to a thriving community.

**T2.2** Identify key redevelopment sites (refer to Figure 9) and collaboratively work with landholders, tenants and the broader community to determine short, medium and long-term outcomes which will contribute to a thriving and diverse community.

**T2.3** Attract creative industries, including short-term/pop up style tenants, to locate within vacant shop fronts and in under utilised above-ground floorspace.

**T2.4** Encourage a night-time economy by supporting use of tenancies (particularly within the Bakery Hill Activity Hub) for uses that generate activity outside of standard retail operating hours.

**T2.5** Take a Place-Management approach to facilitating use and development that will positively contribute to the role and purpose of each sub-Precinct.

**T3** Bakery Hill will be promoted as a **great place to live** for all people.

**T3.1** Facilitate greater residential densities and diversity across the Precinct, including shop top housing, apartments, townhouses, student accommodation, hotel/serviced apartment accommodation and SOHO (Small Office/Home Office) development.

**T3.2** Ensure there is housing to meet diverse needs – affordable housing, adaptable housing, and diverse tenure options.

**T3.3** Design and facilitate buildings and spaces that can adapt to future technology and changes; and ensure that these places are safe at all times of the day for all people who visit the Precinct.

**T4** Bakery Hill will be positioned as a leader in **climate change adaptability and resilience**.

**T4.1** Demonstrate environmental sustainability leadership in all public and private investment – Bakery Hill to be a zero net emissions Precinct.

**T4.2** Identify and support environmental champions in the community.

### SETTING UP FOR SUCCESS

#### SHORT TERM

- ☆ Work collaboratively through early conversations with the private sector and create partnerships which will support a diverse and thriving community in the future.
- ☆ Develop partnerships with the private sector to support outcomes that will improve public realm amenity, safety, accessibility and design in the short-term.

#### MEDIUM TO LONG-TERM

- ☆ Redevelop the Yarrowee River corridor as new public open space area.
- ☆ Work in partnership with State Government, landowners, Coles and Woolworths to plan for a staged re-development of the car park site.
- ☆ Work in partnership with State Government, landowners and Big W to plan for a staged re-development of the car park site.
- ☆ Redevelop the Peel Street site, comprising an existing Council owned car park, as a residential demonstration project of affordable and medium density housing.



**A THRIVING ECONOMY,  
SUPPORTING AN ENGAGED  
AND RESILIENT COMMUNITY.**



**A PLACE MANAGEMENT APPROACH WILL:**

- ☆ Offer development facilitation and liaison services for investment and development proponents.
- ☆ Facilitate planning and other approvals required – ensuring a holistic Council response is provided in response to proposals.
- ☆ Provide assistance accessing Council, government and community services, advice and funding opportunities.
- ☆ Empower the community to lead activation initiatives.
- ☆ Engage and consult with the community on development and public works proposals.
- ☆ Co-ordinate ongoing learning and advice opportunities for businesses, landholders and traders.
- ☆ Identify opportunities for public/private partnerships that will contribute positively to the Precinct.







ARTIST'S IMPRESSION ONLY  
BY GEOFFREY FALK



## A COMMUNITY CONNECTED TO PEOPLE, PLACE AND LOCAL DESTINATIONS.

The community of Bakery Hill will be reconnected – the historical features of the movement network and Yarrowee River will be rediscovered; the street network will be simplified and beautified, and people will be able to get around easily and comfortably.

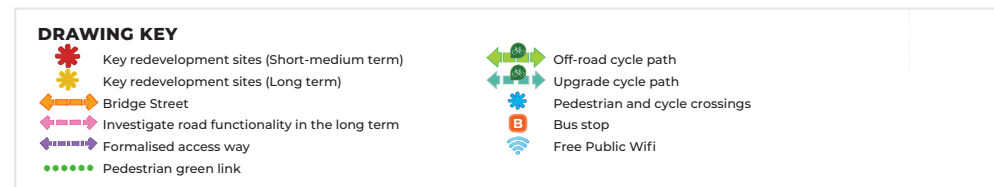
Spaces will be safe, inviting and connected; accessible by all users (pedestrian, cyclist, drivers, public transport users and mobility scooters) taking them to the places they want to go. The needs of an engaged and connected community will be met, with efficient and effective services, infrastructure and information.

### OBJECTIVES

- C1** The urban structure will be *simplified* around Bridge Street, starting with the movement network.
- C2** Destinations within Bakery Hill and beyond will be connected by safe and attractive *pedestrian and cycle routes*.
- C3** *Public transport* will be a convenient and safe option for getting to and from Bakery Hill.
- C4** The Bakery Hill community will be engaged and connected to each other by *services, infrastructure and information*.



Figure 10: Urban Renewal Plan - Connected





## INITIATIVES

- C1** The urban structure will be **simplified** around Bridge Street, starting with the movement network.
- C1.1** Prepare a streetscape design upgrade for the Bridge Street Mall which provides opportunity for vehicle access.
  - C1.2** Provide better physical and commercial linkages between Bridge Street and Main Road.
  - C1.3** Take a strategic but staged approach to car parking across the Precinct.
  - C1.4** Formalise internal car park accessways (refer to Figure 10) as legible, connected streets that are accessible to all users – pedestrians (including people with limited mobility) cyclists, and drivers.
- C2** Destinations within Bakery Hill and beyond will be connected by safe and attractive **pedestrian and cycle routes**.
- C2.1** Deliver an integrated network of dedicated bicycle and pedestrian paths and/or lanes that are safe and direct (refer to Figure 10).
  - C2.2** Ensure safe pedestrian and cycle crossings are provided at key intersections and crossing points.
  - C2.3** Deliver stronger pedestrian and cycle connections to Sovereign Hill.

### PRIORITY LINKS

- ☆ Grenville Street – to access Ballarat Railway Station
- ☆ Yarrowee River and Canadian Creek off-road links
- ☆ Humffray Street
- ☆ Peel Street



- C3** **Public transport** will be a convenient and safe option for getting to and from Bakery Hill.
- C3.1** Improve connectivity and perceptions of accessibility between the Ballarat Railway Station and key destinations within Bakery Hill.
  - C3.2** Upgrade and redesign, or potentially relocate the Bus stop in Little Bridge Street to ensure it is convenient and safe.
  - C3.2** Improve public transport options for people to access and move through the Precinct.
- C4** The Bakery Hill community will be engaged and connected to each other by **services and infrastructure and information**.
- C4.1** Provide community services and infrastructure that will meet the needs of a future community.
  - C4.2** Provide internet connectivity services that will enhance the attractiveness of Bakery Hill for doing business, and for people to be engaged.
  - C4.3** Establish a 'Precinct Dashboard' to provide useful insight to the development of the Bakery Hill Precinct.
  - C4.4** Improve and make use of digital infrastructure to gather real time information and share data.
  - C4.5** Create high quality way-finding to, through and within the Precinct.
  - C4.6** Use smart infrastructure to provide easy and accessible information for residents and visitors to move easily around the Precinct.



## A PLACE WITH A DISTINCT LEGACY AND STORY TO TELL

The identity of Bakery Hill will be informed by the rich history of the area; the stories the Wadawurrung people and of the gold-rush era, but will also look forward to its future.

Public places will be inviting, comfortable and safe; streetscapes will be attractive and green places to gather; heritage buildings and landmarks will be updated; and new development will be responsive to history and contemporary needs.

Bakery Hill will be revived as an essential destination on Ballarat's tourist route, where visitors can experience and enjoy a diversity of offerings that showcase and celebrate the history of Ballarat.

### OBJECTIVES

- D1** The story of Bakery Hill and its **distinct identity** will be told through the historic and contemporary built form and public realm.
- D2** The heart of Bakery Hill will be its **linked green spaces** – its comfortable tree-lined streets, its inviting parks and its identifiable landmark sites.
- D3** The rich **Aboriginal and post-contact heritage** of Bakery Hill will be celebrated as a key part of Bakery Hill's identity.
- D4** A new narrative for Bakery Hill will emphasise its role as a thriving **destination for locals and tourists** at the gateway to Ballarat Central and historic Ballarat East.



Figure 11: Urban Renewal Plan - Distinctive

DRAWING KEY	
	Key redevelopment sites (Short-medium term)
	Key redevelopment sites (Long term)
	Heritage precincts
	Heritage buildings
	Streetscape upgrade
	Heritage facade
	Active edges
	Norwich Plaza & surrounds landmark entry site
	Victoria St landmark entry site

## INITIATIVES

**D1** The story of Bakery Hill and its **distinct legacy** will be told through the historic and contemporary built form and public realm.

- D1.1** Protect and enhance heritage places and buildings, encourage active reuse of existing buildings and encourage sensitive integration of new buildings with high quality architecture.
- D1.2** Facilitate high-quality public realm design which complements the existing heritage and story of Bakery Hill.
- D1.3** Use creative and sustainable lighting techniques to create a distinct sense of place, and provide a safe and comfortable environment at night.

**D2** The heart of Bakery Hill will be its **linked green spaces** – its comfortable tree-lined streets, inviting parks and identifiable landmark sites.

- D2.1** Rediscover the path of the Yarrowee River in the form of a multi-purpose open space node, that links with other green spaces.
- D2.2** Upgrade the quality of key streets (refer to Figure 11) to provide a green, tree-lined feel that is attractive, enhances the comfort of pedestrians and cyclists, and reinforces the identity of Bakery Hill.
- D2.3** Enhance landmark sites (refer to Figure 11) as inviting entrances to Bakery Hill – each with its own role and story.
- D2.4** Take a Place-management approach to facilitating use and development that will positively contribute to the role and purpose of each sub-Precinct.

**D3** The rich **Aboriginal and post-contact heritage** of Bakery Hill will be celebrated as a key part of Bakery Hill's identity

- D3.1** Recognise the area and the Yarrowee River's important role in Wadawurrung people's culture and storytelling.
- D3.2** Facilitate high-quality architecture and public realm design, that complements the existing heritage and story of Bakery Hill.

**D4** A new narrative for Bakery Hill will emphasise its role as a thriving **destination for locals and tourists** at the gateway to Ballarat Central.

- D4.1** Develop a new brand identity for Bakery Hill building on its story – capturing the old (heritage) and the new (a thriving community). The brand identity will be used as a common thread through all marketing, communications and physical streetscape works (e.g. public furniture, signage, wayfinding etc).
- D4.2** Establish Bridge Street and the future Yarrowee Park in Bakery Hill as key locations for events, festivals, art installations and street performances within Ballarat.
- D4.3** Establish Bridge Street and the future Yarrowee Park in Bakery Hill as key locations for events, which will increase tourism and visitation to Ballarat.

### LANDMARK ENTRY

#### NORWICH PLAZA AND SURROUNDS LANDMARK SITE

☆ An entry node identifying a transition from the Ballarat CBD to the Bakery Hill Precinct.



#### VICTORIA STREET LANDMARK SITE

☆ Victoria Street Landmark Site – a civic space celebrating Ballarat's Gold Rush history.





# KEY PROJECTS

## PART 4

### What are the 10 key urban renewal projects, how were they selected and How do they relate to one another?

The 10 key urban renewal projects comprise a combination of overarching initiatives or programs and other specific physical urban renewal projects. The projects have been chosen as a result of their potential to catalyse change through greater activation of the Precinct.

- ☆ Economic and Business Support;
- ☆ Clever City Opportunities; and
- ☆ One Planet Living.

#### The specific physical urban renewal projects include:

- ☆ Bridge Mall Opening;
- ☆ Yarrowee River Parkland and Little Bridge Street Car Park Redevelopment;
- ☆ Victoria Street Landmark Entry;
- ☆ Grenville Street/ Sturt Street Intersection;
- ☆ Big W and Dan Murphys Redevelopment Site; and
- ☆ Peel Street Redevelopment Site.

#### The overarching initiatives or programs were selected to ensure that:

- ☆ Businesses within the precinct are supported throughout the renewal process;
- ☆ Opportunities are explored to embed digital infrastructure within the Precinct; and
- ☆ A sustainable approach to development is adopted throughout the Precinct.

#### The physical projects were identified to complement the overarching initiatives and in response to the key challenges and the vision for Bakery Hill as a combination of public sector works and private urban renewal sites that have the capacity to:

- ☆ Generate renewed interest and vitality within the Precinct;
- ☆ Simplify the movement network;
- ☆ Increase the amount and quality of open space;
- ☆ Promote redevelopment of heritage buildings for alternative uses;
- ☆ Improve the overall attractiveness of walking and cycling; Peel Street redevelopment site.
- ☆ Increase the delivery of new housing and mixed-use development outcomes; and
- ☆ Improve the quality and character of streets and other public places.

It is important to note that not all of the projects will be implemented immediately. Where some of the projects, such as opening of the Bridge Mall have been identified as catalyst projects that can be implemented by Council, other projects will require identification of alternative funding sources (such as the Coles car park redevelopment) and other sites will require private sector funding and delivery.

Where private sites (such as Big W and Dan Murphys and the Peel Street site) have been identified, the urban renewal plan does not anticipate short to medium term redevelopment but rather long-term redevelopment if the current uses become no longer viable.



### LONG TERM BIG W REDEVELOPMENT SITE

- 1 STRENGTHEN CONNECTION TO BALLARAT STATION;
- 2 DIVERSE BOULEVARD STREETSCAPES;
- 3 PROVIDE RESIDENTIAL LIVING;
- 4 ENCOURAGE NEW COMMERCIAL SPACES FOR EMPLOYMENT; AND
- 5 PROTECT AND ENHANCE THE HERITAGE RANGER BARRACKS.



### LONG-TERM VICTORIA STREET LANDMARK ENTRY

- 1 ENHANCE PEDESTRIAN AND BICYCLE CONNECTIONS;
- 2 NEW ACTIVATED OPEN SPACE;
- 3 INTERPRET THE HISTORY OF BAKERY HILL AS PART OF THE GATEWAY; AND
- 4 INCREASE TREE CANOPY COVER.



### SHORT-TERM GRENVILLE /STURT STREET INTERSECTION

- 1 IMPROVE THE GRENVILLE ST INTERSECTION FOR BETTER PEDESTRIAN AND CYCLE CONNECTION;
- 2 CONNECT STURT ST SEAMLESSLY INTO BRIDGE MALL;
- 3 NEW ACTIVE LANDMARK BUILDINGS;
- 4 INNOVATIVELY INTERPRET STORY OF PLACE; AND
- 5 ENHANCE EXISTING CHARACTER.



### SHORT-TERM BRIDGE MALL OPENING

- 1 IMPROVE THE MOVEMENT NETWORK;
- 2 ADOPTING AN INCLUSIVE APPROACH TOWARD DESIGN OF THE STREET TO BALANCE THE NEEDS OF ALL USERS OF THE SPACE;
- 3 DRAWING ACTIVITY AND MOVEMENT INTO THE STREET;
- 4 IMPROVING THE AMENITY, SAFETY, SENSE OF PLACE AND IDENTITY IN THE STREET; AND
- 5 PROMOTING AWARENESS AND VISITATION TO THE STREET.



### SHORT TO LONG-TERM YARROWEE RIVER PARKLAND + LITTLE BRIDGE STREET CARPARK REDEVELOPMENT

- 1 NEW OPEN SPACE, PUBLIC PARK AND PLAYGROUND;
- 2 ENHANCED BICYCLE PATH CONNECTIONS;
- 3 PROVIDE RESIDENTIAL LIVING;
- 4 REPRESENT AND INTERPRET THE ORIGINAL ALIGNMENT OF THE YARROWEE RIVER; AND
- 5 INCREASE TREE CANOPY COVER.



### LONG-TERM PEEL STREET REDEVELOPMENT

- 1 NEW DIVERSE URBAN POCKET PARKS;
- 2 PROVIDE RESIDENTIAL LIVING;
- 3 NEW WESTERN ENTRY GATEWAY BUILDING; AND
- 4 ENCOURAGE SUSTAINABLE LIVING AND PLANT NEW TREE CANOPY COVER.



#### DRAWING KEY

- Key redevelopment sites
- Bridge Street
- Investigate road functionality in the long term
- Formalised access way
- Pedestrian green link
- ⇄ Off-road cycle path
- ⇄ Upgrade cycle path
- ✙ Pedestrian and cycle crossings
- 📶 Free Public Wifi

Figure 12: Bakery Hill Urban Renewal Plan

# ECONOMIC AND BUSINESS SUPPORT

## WHAT IS THE PROJECT AND WHY IS IT IMPORTANT?

**This project involves proactively supporting business and economic activity across the Precinct through promoting the ongoing programming of events and festivals, facilitating a vibrant night time economy, and encouraging a variety of uses that will better support and attract new businesses to the area.**

Retailers globally are currently facing issues around changes to consumer preferences and behaviour, digital replacement and the rise of online shopping. From an urban economics perspective, the project outcomes are centred around unlocking the development potential of the Precinct, identifying under-utilised sites which can better contribute to the functionality and vibrancy of the Precinct by incentivising private sector investment, identifying and prioritising ways to stimulate economic urban renewal within the Precinct, and to create a place which will attract more people to work, live and shop within the Ballarat CBD.



There are many ways in which commercial activity and business support can be enhanced within the Precinct, and acknowledges that a coordinated approach between government and the private sector is necessary to achieve an ultimate vision. Actions include:

- 1. Delivering activities and experiences** which are unique and distinct from the larger national retailers located in the CBD and surrounding shopping centres such as Stockland's Wendouree. The Bridge Mall needs a unique and distinctive identity.
- 2. Proactively attract 'anchors' and 'attractors'** which could focus on supporting unique players, businesses or enterprises and uses that will catalyse transformation of the Precinct. This could include expanding the already successful local artisan/ trade-based enterprises and expanding the hospitality offer, including hawker food market concepts.
- 3. Encourage stronger partnerships and links with Sovereign Hill** and strengthen the physical and retail links between the Precinct and Sovereign Hill. Physical links could include a dedicated and safe pedestrian/cycle path between the Ballarat Railway Station, passing through the Precinct's retail core, heading towards Sovereign Hill. Retail links could include encouraging the retail presence of makers and artisans, who might have a similar link to trades from the past. Investigate opportunity to provide a tram connection to Sovereign Hill.
- 4. Create a vibrant mixed-use precinct** by encouraging opportunities to deliver different forms of residential housing or accommodation in the Precinct, including student housing, hotels/short-term accommodation or affordable housing.
- 5. Attract arts, culture, entertainment or educational uses** which will stimulate urban activity and create a sense of a destination where people want to live, work or visit – enhancing the Precinct's point of difference and unique offering.
- 6. Improve the amenity of the area** through design-led streetscape upgrades to gain commercial confidence and provide a comfortable and attractive public realm within the area.



# CLEVER CITY OPPORTUNITIES

**This project involves the strategic and timely implementation of technology-based solutions that are innovative and foster opportunities for collaboration and partnerships.**

Clever City is about sharing knowledge and connecting the community through technology. The City of Ballarat defines a Clever City as one that leverages wireless networks, sensors, real time information, online services, mobile applications, big data collection and analysis, innovation programs, citizen-centric design and digital connectivity to create a community that is liveable, prosperous, sustainable, transparent and accountable (Commerce Ballarat, 2019).



## DIGITAL INFRASTRUCTURE

### Household access to internet

In the 2016 census, 76.8% of households in Ballarat, and 80.4% of households in the Ballarat Central – Bakery Hill – Lake Wendouree (South) – Newington areas had access to an Internet connection, compared to the Victorian average of 79.6% and Australian average of 78.8% (ProfileID - Ballarat, n.d.). Increasingly households rely on and are required to have connection to the internet to access local services and entertainment amongst other items.

With an aim of an extra 5000 residents in the Bakery Hill Precinct- each will require connection to the internet.

### Business access to internet

Businesses can now take advantage of emerging digital technologies and trends through high bandwidth communications such as data analytics, artificial intelligence and smart retail. Currently NBN Fibre to the Premises (FTTP) is available within the Bakery Hill and Bridge Mall Precinct.

Strong access to communications networks can also attract business and entrepreneurs to the Precinct. Examples of Local Government providing leadership in the access of business grade service include the City of Adelaide with its 'Ten Gigabit Adelaide' – providing business within the City of Adelaide access to 10gbps fibre optic connection (Ten Gig Adelaide, n.d.).

### Public access to internet

Free Public WiFi is currently offered by the Victorian Government within the Bridge Mall Precinct (Victoria's free public wi-fi network, n.d.). This pilot will run until April 2022. Public WiFi not only allows internet access to visitors, but also to disadvantaged residents, bridging the digital divide within the broader region.

Other opportunities exist in the attraction of University students into the Bakery Hill and Bridge Mall Precinct by partnering with Federation University to deploy EduRoam WiFi connectivity through the Precinct.

# CLEVER CITY OPPORTUNITIES

## DIGITAL INFRASTRUCTURE

### Smart Infrastructure

Opportunities exist to ensure that digital infrastructure is integrated across the Precinct.

Smart lighting provides the opportunity to improve the safety of our public areas. Smart lighting can identify movement, and light to the necessary levels to provide safer access to users of the Precinct during periods of less light. Lighting also has the opportunity to hold other digital infrastructure such as WiFi and sensors, enabling this technology to be applied thoughtfully within a heritage precinct.

### Data & Measurements

Collection of data throughout the Precinct can help to inform further planning, development, housing and traffic management decisions.

A Precinct dashboard can relay live data back to residents, businesses and visitors, displaying the 'health' of the Precinct. This data can be made freely available under open licence for use, for example, cafes would have access to data informing them of the times they are most likely to have foot traffic.

### Digital Engagement

Opportunities exist to integrate digital technology into the Precinct, particularly through Tourism, History, Wayfinding and through the clever use of Design.

**Relevant Initiatives and Actions**

- T1.2
- C4.3
- D3.4
- C4.4

## SMART INFRASTRUCTURE OPPORTUNITIES



- ☆ Align with any actions emerging from the upcoming Central Highlands Regional Partnership Digital Plan
- ☆ Access to fixed and mobile communication networks for households, such as NBN and 4G/5G;
- ☆ Provide access to business grade fixed and/or wireless communications (100+mbps);
- ☆ The opportunity for access to EduRoam WiFi network, attracting University students to the Precinct who will be able to connect autonomously to their student network;
- ☆ Provide Free Public WiFi at any Council owned or operated facility within the Bakery Hill Precinct;
- ☆ Advocate Bakery Hill as an earlier adopter of 5G technology;
- ☆ Use smart digital infrastructure to monitor usage within the Precinct, such as cycling activity, pedestrian movement, waste generation and collection, using low powered community accessible networks.

## DATA & MEASUREMENTS OPPORTUNITIES



- ☆ Bakery Hill and Bridge Mall live data dashboard;
- ☆ Collect new data, and open the data to inform strategic decisions in the Precinct;
- ☆ Data points could include:
  - Energy creation and usage;
  - Traffic & transport;
  - Active transport such as cycling and pedestrian movement;
  - Economic data points such as spend between different types of users of the Precinct;
  - Housing availability, planning and building permits issued;
  - Jobs and job breakdown;
  - Urban forest canopy, urban heat, temperature and sustainability factors.

## DIGITAL ENGAGEMENT OPPORTUNITIES



- ☆ Use digital technology such as Augmented Reality for the interpretation of Heritage through the Precinct;
- ☆ Digital Wayfinding throughout the Precinct. Digital Wayfinding could also be used to interpret heritage, inform of current and upcoming events, and to be used as a promotional tool for the City;
- ☆ Explore potential of Smart Retail for the Bridge Mall. This could include a smart phone application for businesses to publish offerings to visitors of the Precinct;
- ☆ The use of smart parking, in alignment with Ballarat's Smarter Parking Plan;
- ☆ Encourage Co-working space in the Precinct, particularly for early stage Creatives, Startups and Entrepreneurs, to ensure the Precinct is accessible and attractive for those working in the gig and sharing economies.

# ONE PLANET LIVING

As a future thriving, connected and distinctive mixed-use community, this project seeks to integrate sustainability through the use of the One Planet Living principles.

The One Planet Living Framework sets a vision which makes it easier to live happily and more sustainably through:

- ☆ Putting people first – its grounded in the reality of how people live their lives rather than box ticking
- ☆ Holistic – nothing drops through the gaps with application of the ten principles
- ☆ It's about true sustainability
- ☆ It's about change – the One Planet Living is used to inspire people across the world to get involved in sustainable change.

The objective is to use the One Planet framework to scope sustainability opportunities for this project. In addition, each of the key actions arising through this project will integrate the ten core principles (where applicable) which address the environmental, social and economic aspects of sustainability.

Based on a background analysis and an opportunity scan, the following preliminary opportunities have been identified:

**Key opportunity 1: Yarrooee River** – the biogeographic location of the precinct is dominated by the headwaters of the Yarrooee River. The Yarrooee trail continues to the north-east of the precinct and there is an opportunity to physically connect the River through the precinct. This connection can enable a physical connection to landscape and environment, and can increase urban public spaces as a way to create a healthier and more active community.

**Key opportunity 2: Food culture and history** – the Precinct has a long history of food. For many years the area has also been home to the Bridge Mall Farmers' Market, and the Yarrooee River would have been a magnet for Indigenous people to harvest food. Council has clear strategies and ambitions to provide community leadership around promoting food that is local, sustainable and is a leader in waste management. A focus on food culture can activate and drive community connectedness and participation, for improved health and happiness.

**Key opportunity 3: Leading environmental planning standards** – Redevelopment of the precinct provides an opportunity for Council to establish leading standards around the construction and design practices for all developments.

	<b>Health and happiness</b>	Encouraging active, social, meaningful lives to promote good health and wellbeing
	<b>Equity and local economy</b>	Creating safe, equitable places to live and work which support local prosperity and international fair trade
	<b>Culture and community</b>	Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living
	<b>Land and nature</b>	Protecting and restoring land for the benefit of people and wildlife
	<b>Sustainable water</b>	Using water efficiently, protecting local water resources and reducing flooding and drought
	<b>Local and sustainable food</b>	Promoting sustainable humane farming and healthy diets high in local, seasonal organic food and vegetable protein
	<b>Travel and transport</b>	Reducing the need to travel, encouraging walking, cycling and low carbon transport
	<b>Materials and products</b>	Using materials from sustainable sources and promoting products which help people reduce consumption.
	<b>Zero waste</b>	Reducing consumption, re-using and recycling to achieve zero waste and zero pollution
	<b>Zero carbon energy</b>	Making buildings and manufacturing energy efficient and supplying all energy with renewables

SOURCE: ONE PLANET LIVING

