

OFFICIAL

# Council Meeting

## Agenda

26 June 2024 at 6:30pm

Council Chamber, Town Hall, Sturt Street,  
Ballarat





The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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## PUBLIC SUBMISSIONS

- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
- Presentations must be submitted in writing, not more than 500 words by 2:00pm on the day of the relevant meeting:
  - i. In the [form approved](#); or
  - ii. by email to Council's prescribed email address;.or
  - iii. in person during normal office hours at the Council Offices at 25 Armstrong Street South, Ballarat.
- If a person submitting a presentation is not present in the gallery, their presentation will be read out subject to the time limits.

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**The next meeting of the Ballarat City Council will be held on Wednesday 24 July 2024.**

## 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. MATTERS ARISING FROM THE MINUTES

## 5. CONFIRMATION OF MINUTES

## 6. PUBLIC QUESTION TIME

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

### QUESTION TIME

- Questions must be in English and must be 75 words or less and not include a preamble, other additional material, or multiple parts.
- Questions must be submitted via the [form](#) on Council's website, no later than 12:00pm on the day of the Council Meeting.
- **Please note:** no person may submit more than two questions at each meeting; questions may not be allowed if the time allotted for public question time has finished.
- If a person submitting a question is not present in the gallery during Public Question Time, their questions will be read out and a response provided at the meeting.

## 7. CHIEF EXECUTIVE OFFICER REPORT

### 7.1. CHIEF EXECUTIVE OFFICER REPORT

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Evan King – Chief Executive Officer

#### PURPOSE

1. 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.

#### BACKGROUND

2. 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 allocation to achieve the objectives set by the Council. This operational report provides greater detail about organisational activities and issues involved with service delivery.

#### KEY MATTERS

3. **Draft Ballarat Airport Master Plan released**  
The draft Ballarat Airport Strategy and Master Plan (STAMP) is now available for the community's review with almost 200 submissions from residents informing the draft plan, along with those of more than 50 Ballarat business leaders. Both groups were overwhelmingly supportive of the Airport, with 80% of businesses stating that an airline service operating from Ballarat Airport would benefit them, and more than 70% of residents similarly backing the concept. The purpose of the STAMP is to provide the City of Ballarat with a strategic planning document that will set out the potential role and uses of the Airport and explore future opportunities for growth. This strategy will help direct a 20-year plan which could eventually see the Airport accommodate large turboprop and medium jet aircraft with the capability to operate passenger and freight services and increase capacity for emergency services.
4. **Addressing growing housing issues**  
With housing becoming a growing area of concern throughout Australia, the City of Ballarat has launched its own draft Social and Affordable Housing Action Plan. It outlines the City's plan to contribute to social and affordable housing outcomes, with a focus on facilitation and advocacy to address community needs. The action plan has categorised initiatives into five key themes and roles of the City of Ballarat to support increased supply of social and affordable housing including:
  - Land;
  - Policy and planning;
  - Community engagement;
  - Partnerships; and
  - Advocacy and further investigations.

This is the first time the City of Ballarat has created an action plan in this field. Following community consultation, the final Social and Affordable Housing Action Plan is expected to be delivered to Council in July.

**5. Taking action to end violence against women**

The City of Ballarat launched a campaign in May calling for other organisations, businesses, clubs and groups to join with them to address gender-based violence. The campaign aimed to raise awareness of the important work led by Women's Health Grampians through the Communities of Respect and Equality (CoRE) alliance. CoRE is a partnership of more than 120 organisations, businesses, clubs, groups and networks from across the Grampians Region that share a vision for safe, equal and respectful communities. As a leading employer in the Ballarat region, the City of Ballarat is an active member of CoRE and is committed to taking collective, evidence-based action over the long term.

Some of the key actions being taken by the City of Ballarat include:

- Implementing active bystander training.
- Offering City of Ballarat staff 20 days of paid family violence leave per year.
- Supporting community initiatives focused on family violence through our Community Impact and Partnership grants programs.
- Building strong partnerships with local family violence services.
- Developing a Fair Access Policy to improve access to and use of community sports infrastructure for women and girls.
- Embedding gender impact assessments.
- Delivering the Free from Violence Local Government Program 2024-27.

**6. Concept designs released for Brown Hill Splash Park**

The Brown Hill Splash Park Precinct is a step closer to reality following the release of new concept designs. In a major milestone towards completion of the new splash park, the concepts feature an adventure zone, an exploration zone, and a toddler development and discovery zone. The park will have a mixture of water play features ranging from a large dumping bucket and water cannons to more gentle and predictable water effects. The splash park is the first significant step towards the implementation of the Brown Hill Recreation Reserve Master Plan and is expected to open for the summer of 2024/25. There is an election commitment from the State Government of \$1 million towards the overall redevelopment of Brown Hill Recreation Reserve, while the City of Ballarat has also committed \$660,000 from the 2023/24 budget towards the Splash Park Precinct.

**7. Neighbourhood park improvement program**

Neighbourhood parks are the heartbeat of Ballarat's community and are visited on a daily basis by many. They are the smallest open spaces for Ballarat's residents, designed for short regular use by residents living within 500 metres, and there are some 200 reserves in this category across Ballarat. The annual rolling program aims to improve the neighbourhood parks that Ballarat's residents frequent. Each year, the City of Ballarat team design and implement changes for up to 10 reserves where the improvements are needed the most.

The latest instalment of neighbourhood parks set for improvements are:

- Kowree Court Park, Sebastopol
- Drummond Street Reserve, Lake Wendouree
- Yarana Drive Park, Mount Helen
- Victoria Street Reserve, Sebastopol
- Gregory Street Reserve, Soldiers Hill



- Clover Street Reserve, Wendouree
- Marigold Street Reserve, Wendouree
- Rizal Park, Invermay
- Vale Street Park, Alfredton

Improvements across some of these open spaces included park shelters and seating, circuit paths throughout the reserve, new play spaces and tree plantings. The annual program allows community collaboration to develop and implement improvements into local small parks.

#### 8. **Small Acts, Big Impact campaign**

The City of Ballarat is promoting to residents the importance of keeping recyclable items loose in the yellow-lid recycling bin, so that more of our mixed recycling can be turned into new products. The City of Ballarat, in partnership with Sustainability Victoria, is running a Small Acts, Big Impact campaign. More than 6,140 tonnes of household recyclables were collected by City of Ballarat recycling collection vehicles in 2023. The Ballarat municipality's recycling is transported to and processed at Australian Paper Recovery in Truganina. About 25% of the municipality's recycling material is contaminated. The state average sits at about 17%. More recently, our contamination has been as high as 45%. The Small Acts, Big Impact print and radio advertising campaign encourages our community to put their recycling in the bin loose and not in bags.

#### 9. **Events**

The City of Ballarat commemorated **National Reconciliation Week** with a series of events that were well received by the community. The week began with a Wadawurrung Welcome and cultural ceremony and flag raising in Queen Victoria Square, followed by a morning tea and Reconciliation Action Yarning Circle in the Ballarat Town Hall. The Ballarat Library also hosted *'The Taken - Photo Exhibition Acknowledging Stolen Generations'* from Sunday 26 May until early June. The theme for 2024 National Reconciliation Week throughout Australia was "Now More Than Ever" and reflects society's collective need to push back against divisiveness and foster a culture of respect and unity.

**Ballarat Pride Month** was officially held for the first time in June this year, the biggest event of its kind in the city. It involved more than 35 events throughout the month all with one common theme – recognising and celebrating the LGBTIQA+ community. Internationally, Pride Month is held every June and this year, Ballarat became a sea of colour as lively events flood the city. Highlights of the month included a Yarnbombing Project, the Pride Month Market, a Pride Swim and Gym night, an 'Ageing with Pride' Q&A event at Ballarat Library, and the 'Queering the Collection' online exhibition at the Art Gallery of Ballarat.

10. Locals and visitors to Ballarat enjoyed a serendipitous adventure at this year's popular **White Night** event when the regional city was lit up in an all-encompassing radiant display on Saturday 1 June 2024. It transformed Ballarat with dazzling laser beams and breathtaking projections illuminating the historic city, with an awe-inspiring program featuring the light spectacular, music and interactive works in this one-night-only event. The inclusive event was a celebration of immersive art and community participation, with something for everyone. It featured almost 40 projections, over 100 artists and performers (many of them from Ballarat and surrounds), a delicious selection of White Night Bites to be discovered across the city, family friendly entertainment and activities, and two concert stages to get the music fan's heart racing!

11. **Heritage Festival 2024** was a wonderful 10-day celebration of Ballarat's proud heritage that injected over \$2.5 million into the Ballarat economy. The events on offer this year provided a brilliant mix of interactive experiences, food and drink, performances, markets, tours and workshops. One of the highlights of this year's event was *Monuments* by Australian artist Craig Walsh. It was a free outdoor video installation that projected large human faces onto trees to challenge traditional expectations of public monuments and the selective history represented in civic spaces. There was a First Nations focus at the festival this year including a creative immersion display story in a shipping container by Jenna Oldaker.

## OFFICER RECOMMENDATION

### 12. That Council:

#### 12.1 Receive and note the CEO's Operational Report.

## ATTACHMENTS

Nil

## 8. OFFICER REPORTS

### 8.1. BIODIVERSITY STRATEGY

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Heath Steward – Senior Sustainable Policy and ESD Officer

#### PURPOSE

1. To present the Ballarat Biodiversity Strategy – *Healing Country Together* and associated documents for Council endorsement.

#### BACKGROUND

2. Ballarat's Biodiversity Strategy – *Healing Country Together* sets out how we will achieve the community vision for the natural environment:

*Championed by an actively engaged and informed community, the natural environment is protected, restored, and connected for health and resilience.*

3. Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) partnered with the City of Ballarat in developing the draft strategy, which included considerable community engagement prior to the draft being written.
4. During the 4-week community consultation period in April 2024, the following engagement results were recorded:
  - 651 MySay visitors
  - 105 MySay contributions
  - 22 direct email submissions
  - 68% of MySay respondents “Mostly” or “Very Much” agree with the proposed actions
  - 25% of MySay respondents “Somewhat” or “Not Really” agree with the proposed actions.

#### KEY MATTERS

5. The feedback received on the draft strategy largely resulted in minor changes to the final strategy to provide better clarity, express concepts more clearly, and correct small omissions or specific wording.
6. Actions 5 and 12 of the draft strategy (that sought funding for council officers to support implementation of the strategy's actions) were removed as they were instead considered through the 2024/25 financial year Council budget process.
7. In response to community feedback about threats facing native wildlife, a new action was added to address the impacts that domestic animals and human interactions are having on wildlife:  
[NEW] Action 25: Investigate avenues to minimise the effect of domestic pets and human interactions on local wildlife and support local wildlife carers in their efforts

8. Feedback from Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation strengthened the Caring for Country theme throughout the entire document and provided direction to start implementing the strategy in a collaborative way.
9. The Biodiversity Strategy – *Healing Country Together* outlines 13 goals supported by 31 actions to be implemented in the immediate to medium-long term.

## OFFICER RECOMMENDATION

### 10. That Council:

#### 10.1 Adopt the Ballarat Biodiversity Strategy – *Healing Country Together*.

## ATTACHMENTS

1. Governance Review [8.1.1 - 2 pages]
2. CoB Biodiversity Strategy - Healing Country Together 2024 - FINAL [8.1.2 - 38 pages]

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**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Council Plan (2021-2025) provides strong guidance in the development and delivery of the Ballarat Biodiversity Strategy – Healing Country Together, through the following goals and strategic objectives.
2. Goal 1: An environmentally sustainable future
  - 1.5 Improved stewardship of our natural resources and protection and enhancement of biodiversity
    - Develop policy guidance on biodiversity and natural resources management
3. Goal 4: A city that conserves and enhances our natural and built assets
  - 4.4 Maintain and conserve our open space and natural assets
    - Engage with community groups to deliver shared objectives in natural resource management

**COMMUNITY IMPACT**

4. The strategy has been developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation and with substantial community consultation.
5. The strategy will demonstrate the Council's commitment to protecting and restoring the natural environment and will foster more positive and constructive relationships with the environmental and broader community.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

6. Adoption of the strategy and following through with the listed actions is a key step toward stabilising and improving the ecological diversity in the Ballarat region and supporting local flora and fauna to be more resilient to the impacts of climate change, while also helping to abate the extinction crisis and sequester carbon.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

7. Delivery of initiatives in the strategy are expected to help maintain Ballarat's liveability and continued growth with benefits such as urban cooling, stormwater management, tourism, visual appeal, agricultural natural capital, active living and many more while also supporting ecology across the municipality.
8. Unless we change the trend from loss to gain, biodiversity will continue its rapid decline and so increase the likelihood of catastrophic ecosystem collapse and the dire economic and social outcomes that would come with it.

**FINANCIAL IMPLICATIONS**

9. The strategy has been developed with the allocated resources of Council.
10. Additional funding will be sought in each financial year of the budget as it aligns with the relevant action and indicative cost.

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#### LEGAL AND RISK CONSIDERATIONS

11. No legal or risk considerations have been identified.

#### HUMAN RIGHTS CONSIDERATIONS

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

#### COMMUNITY CONSULTATION AND ENGAGEMENT

13. The Ballarat Biodiversity Strategy – Healing Country Together has been developed in collaboration with the Wadawurrung Traditional Owners Aboriginal Corporation and in conjunction with the Ballarat community with a specific focus on environmental groups and individuals.
14. Two rounds of community consultation were conducted; one before the strategy was written, and one after the strategy was written. Community feedback suggests that there is broad community support for the strategy.

#### GENDER EQUALITY ACT 2020

15. There are no gender equality implications identified for the subject of this report.

#### CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

16. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

#### PROCUREMENT COLLABORATION

**(For Contracts Only)**

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CITY OF BALLARAT  
**Biodiversity Strategy**  
Healing Country Together





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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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## Wurru-ki murrun (To talk about Nature)<sup>1</sup>

Wadawurrung Traditional Owners Aboriginal Corporation

*Comugeen budj-o thalikiyu kin bil beng ordi-ngadak. Ngarrwabil, boron, guli, bagurk. Comugeen budj-o bengadak ngarr-uk dja, ngubiyt, weagoon gobata gupma wurring-wurring baap beng-ordi-nganak, djarrima murrup-nhuk bengadak.*

We deeply respect our people of the past. Elders, children, men, women. We deeply respect their knowledge of dja (Country), water, life, their care of the traditions and of each other, we stand with their spirit.

*Gobata Wadawurrung balug jumbuk didalbil murrup-nhuk bundjil monomeeth beek-o weagoon. Mutjak-ak noogie n'uder durrallully.*

Great spirit Bunjil told us to take care of the great life within the land. To only take what you need without selfishness<sup>2</sup>.

Wadawurrung people are deeply connected to Dja (Country) and all of which belongs to Dja. We have relied upon Dja, Ngubitj (water) Murran (nature), Weeagoon (living thing) such as animals and sacred Wiyn (fire) since time immemorial. Our Karringalabil (great creator spirit) Bunjil created everything on Wadawurrung Dja.

Wadawurrung ancestors honoured Murran (nature) and Weeagoon all (living creatures) great and small, they knew everything has a role to play. The memories embedded in places like, Ballarat, are a reminder of the intangible cultural heritage such as creation stories which are very much alive for Wadawurrung people.

Wadawurrung people and their families are committed to Caring for Country as our ancestors did before us. We continue to nurture and heal Country and foster respectful and reciprocal relationships with all living creatures that call Ballarat home. Together, we strive to weave healing and restoration through the past, present, and future of Wadawurrung Dja and Wadawurrung people.



Wadawurrung Scar Tree

We acknowledge that biodiversity is not just a collection of species but a delicate web of relationships and interdependencies. Our traditional ecological knowledges such as Cultural fire practices and the care of our waterways emphasize the interconnectedness of all living beings and the environment, urging us to view nature not as a resource to be exploited but as a sacred, interconnected system that demands respect and care.

We extend an invitation, Koling wada ngitj to walk with us on a journey towards a healthier Country. Together, we can protect and strengthen biodiversity on Wadawurrung Country. This is a shared journey which supports a sustainable future where biodiversity thrives, and the delicate balance of our ecosystems are healed and protected for all generations to come.

**Nyatne (Thank you).**

<sup>1</sup> In accordance with CONSULTANCY AGREEMENT this Wurru-ki murrun (To talk about Nature) statement is to be used for the sole purpose of inclusion in the City of Ballarat Biodiversity Engagement Strategy and Ballarat Biodiversity Strategy. For inclusion of all/part of this statement in other publications, media or communications material, please seek written permission from Wadawurrung Traditional Owners Aboriginal Corporation prior to use.  
<sup>2</sup> Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) (2020), Paleert Tjaara Dja – Let's make Country good together 2020-2030: Wadawurrung Country Plan. Ballarat, Vic: Wadawurrung Traditional Owners Aboriginal Corporation.

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### Note on referencing:

This Strategy is supported by technical documents available on the City of Ballarat website:

- Background Consultation – City of Ballarat
- What was Said Report – Mosaic Lab
- Background Documents – City of Ballarat
- Background Science – City of Ballarat



Yarn on Country, November 2023

## Mayor's Message

We are proud to present to our community the first Ballarat Biodiversity Strategy – Healing Country Together.

This is also the first co-designed strategy we have delivered in partnership with Wadawurrung and alongside the Country Plans of the Wadawurrung and Dja Dja Wurrung Traditional Owners. We thank them for walking with us on this important journey.

The Ballarat Biodiversity Strategy – Healing Country Together maps out a future for biodiversity across our municipality, outlining actions that will protect and strengthen our natural environment.

This strategy will help guide the management and protection of the municipality's unique landscapes and species.

We are all custodians of our municipality's unique biodiversity. Taking positive action today will shape a sustainable and brighter future for our tomorrow.

It is also imperative that the City of Ballarat lead by example.

We will instil improved sustainability practices into our organisation, raise greater awareness among our community and advocate for better outcomes for our natural environment.

In 2022, Council adopted the Biodiversity Vision and Commitment, paving the way for the development of the Biodiversity Strategy.

The Biodiversity Strategy will align with the Council Plan 2021-2025 goal to 'develop policy guidance on biodiversity and natural resources management' and supports the Ballarat Strategy 2040.

We look forward to implementing the Biodiversity Strategy and achieving outcomes that will ensure we improve the way we care for and restore a healthy environment.

**Cr Des Hudson**  
Mayor, City of Ballarat



Young child learning about nature

## Introduction

### Definition

Biodiversity encompasses all components of the living world — the number and variety of plants, animals and other living things, including fungi and micro-organisms, across our land, rivers and sky. It includes the diversity of their genetic information, the habitats and ecosystems within which they live, and their connections with other life forms and the natural world<sup>3</sup>.

In 2022 the City of Ballarat and the community came together to discuss a future for biodiversity in Ballarat. From the feedback received, a community vision for the natural environment was formed with five focus areas: Urgency, Environmental Outcomes, Community, Development and Government. The community vision led to the development of the City of Ballarat Biodiversity Vision and Commitment, which was adopted by Council in November 2022, and which called for the development of a Biodiversity Strategy.

The Ballarat Biodiversity Strategy – Healing Country Together sets out how we will achieve our Biodiversity Vision Statement:

*Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience.*

Its focus is on providing a framework to assist the City of Ballarat in managing the environmental impacts from its service delivery and operations, setting directions to improve the health and resilience of the natural environment, and raising the community and corporate awareness of human impact on the natural environment. For those issues that fall outside the City of Ballarat's control, the City of Ballarat and Council has a role in influencing or advocating for better outcomes.

<sup>3</sup> Department of Environment, Land, Water and Planning, *Protecting Victoria's Environment – Biodiversity 2037*, Victorian State Government 2017

## Consultation for the Strategy

The Ballarat community is knowledgeable, passionate and active when it comes to the environment as demonstrated by the abundant active 'Friends of' groups (FoGs) in the municipality and the creation of natural assets, such as the Yarwoee River Trail and Woookarung Regional Park. In developing this Strategy, we went to the community to gather their ideas.

To get the most out of community consultation, Mosaic Lab were engaged to help develop and facilitate an engagement strategy. In July 2023, the City of Ballarat, Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation and community members met to discuss and co-design how the Strategy would be developed.

From this meeting it became clear that Traditional Owners and youth would be critical inputs. A Strategic Engagement Plan was developed and between September and December 2023, the following engagement was undertaken:

- Community consultation, Conversation Kit and MySay online survey – 100+ responses
- Young Peoples' Forum – 20 youth aged 15-25 years
- Staff workshops – 65+ staff
- Discussions with authorities – 25+ staff
- Yarn on Country – Wadawurrung Traditional Owners Aboriginal Corporation hosted Djaara Dja Dja Wurrung Clans Aboriginal Corporation and the City of Ballarat Mayor, Councillors, CEO and Directors
- Friends Forum – Key community members
- Ballarat Housing Strategy and Ballarat Open Space Strategy – Recommendations to align.

More detailed information on the community consultation and Young Peoples' Forum is available in the supporting documents – *Background Consultation and What Was Said Report*.



Youth Forum November 2023

## Partnering with Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation for Country

Early in the process of planning the structure for the Ballarat Biodiversity Strategy it was identified that the City of Ballarat's relationship with the Traditional Owners, the Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation needed to be strengthened.

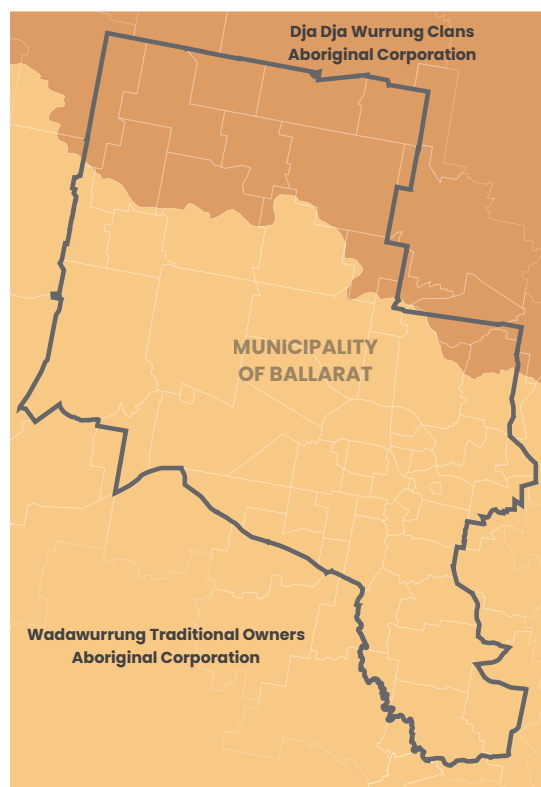
Approximately three-quarters of the municipality and urban area of Ballarat is located on Wadawurrung Country, with more than a quarter of the municipality located on Djaara Country to the north. Areas of important cultural value are located on both 'Dja' (Wadawurrung Country) and 'Djandak' (Djaara Country). The image below illustrates Wadawurrung and Djaara Country relative to the municipality of Ballarat.

'Country' is the term often used by Aboriginal peoples to describe the lands, waterways and seas to which they are connected. The term contains complex ideas about law, place, custom, language, spiritual belief, cultural practice, material sustenance, family and identity<sup>4</sup>. Traditional Ecological Knowledge (TEK) systems of the land, waterways, seasons and fire combines as an intimate and personal understanding of how to manage Country, and can offer valuable new adaptive and responsive approaches to land and natural resource management as climate change sets in.

Wadawurrung and Djaara both provide guidance on how the City of Ballarat can Care for Country and better manage our human relationship with the land, waterways and animals through their Country Plans and associate documents. The City of Ballarat's operations and decisions need to align with Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation's respective strategies, which reflect the aspirations and vision of the Wadawurrung and Dja Dja Wurrung people respectively.

The core values of Wadawurrung and Dja Dja Wurrung's Healthy Country Plans connect people within nature and sees culture and community as intrinsically linked to the land. Caring for Country has multiple benefits including<sup>5</sup>:

- Environmental benefits
- Health and wellbeing benefits
- Cultural and socio-political benefits
- Economic benefits
- Connection with animals as non-human kin



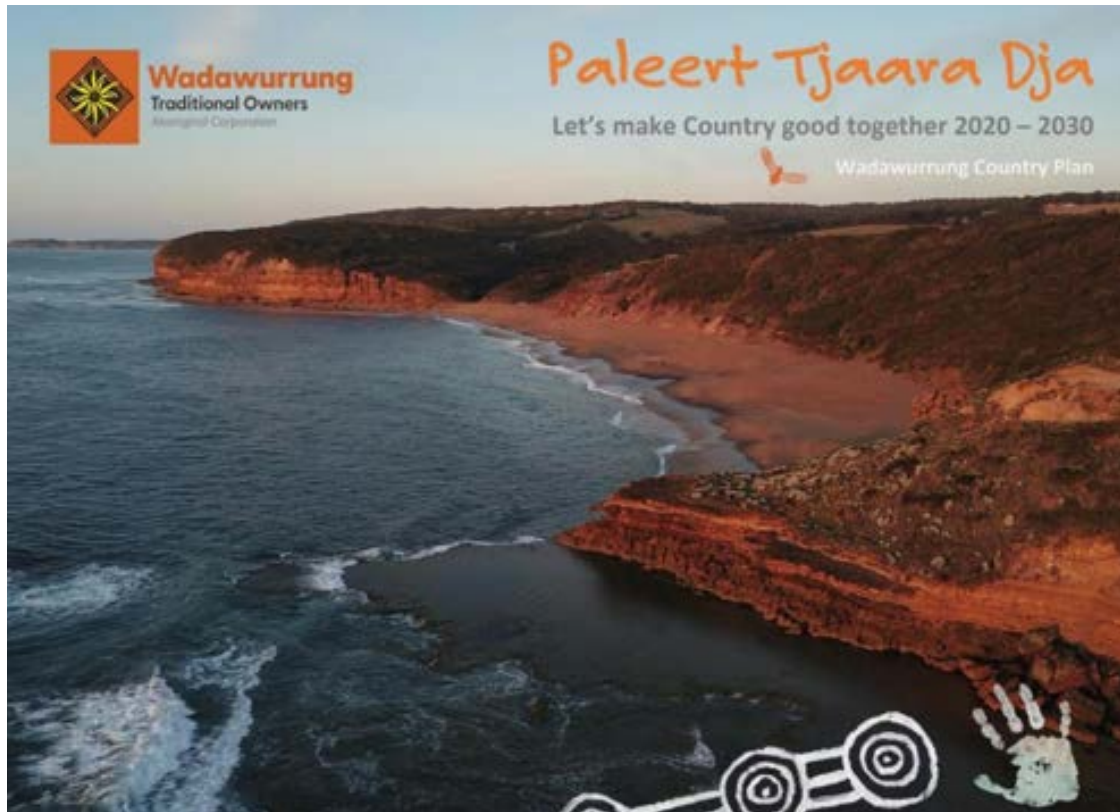
Wadawurrung and Djaara Country relative to the municipality of Ballarat

The historic Kunming-Montreal Global Biodiversity Framework agreed at COP 15 in 2022 "acknowledges the important roles and contributions of indigenous peoples and local communities as custodians of biodiversity and partners in the conservation, restoration and sustainable use. Its implementation must ensure their rights, knowledge, including traditional knowledge associated with biodiversity, innovations, worldviews, values and practices of indigenous peoples and local communities are respected, documented, preserved with their free, prior and informed consent, including through their full and effective participation in decision-making"<sup>6</sup>. Partnering with Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation and taking a Caring for Country approach has been a deliberate decision and is the right thing to do. Resources such as the Victorian Traditional Owner Cultural Landscape Strategy provides guidance on how to partner with Traditional Owners to Care for Country.

<sup>4</sup> Australian Institute of Aboriginal and Torres Strait Islander Studies 2024, *Welcome to Country*, accessed 17 January 2024, <https://aiatsis.gov.au/>

<sup>5</sup> Australian Institute of Aboriginal and Torres Strait Islander Studies, *The Benefits Associated with Caring for Country*, AIATSIS 2011

<sup>6</sup> Convention on Biological Diversity, 15/4. *Kunming-Montreal Global Biodiversity Framework*, UN Environment Program, Fifteenth Meeting – Part II, December 2022



*Paleert Tjaara Dja – Wadawurrung Country Plan 2020-2030*

The issues with the natural environment are many and relatively obvious, and scientifically we know how to address them from a protection and restoration perspective. Where 'fixing the environment' falls down, is the lack of value we place on doing this as a 'Western' society. The personal choices, political decisions, and financial investments we make in relation to the environment stem from our values<sup>7</sup>.

If we are to see genuine and sustained improvements in the state of Ballarat's biodiversity, our community needs to value it more and acknowledge that Country needs people as much as people need Country. Adopting a Caring for Country approach and supporting Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation to do this will raise the value of the environment within the community and foster a more harmonious relationship with the 'murrup' and 'murrun' (spirit) of nature, while also supporting Wadawurrung and Djaara People's, and progressing the City of Ballarat Reconciliation Action Plan (RAP).

Wadawurrung partnered with the City of Ballarat to develop the engagement process and structure for this Strategy and were invaluable in the community consultation events. Both Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation brought a wealth of knowledge and experience to their involvement, offering invaluable insights on how the City of Ballarat can partner in a meaningful way with mob in Caring for Country. While this is the start of our journey and we as an organisation have much to learn, we are committed to building meaningful relationships based on trust and honesty.

<sup>7</sup> The Conversation, *Fascinating and troubling Australians would rather save a single human life than prevent an entire species from becoming extinct*, accessed 14 February 2024, <https://theconversation.com/>



Dhelkunya Dja – Dja Dja Wurrung Country Plan 2014-2034



Turning 'wrong way' climate, 'right way' – Dja Dja Wurrung Climate Change Strategy 2023-2034



Dhelkunya Gatljin – Working together to heal water Djaara Gatljin Strategy



Galk-galk Dhelkunya – Forest Gardening Strategy 2022-2034



Looking across Canadian towards Mt Buninyong

### 'Yarrowee River Rehabilitation Project'

Restoration works along the Yarrowee River between Bridge Street Sebastopol and Docwra Street Magpie involved a partnership between the Wadawurrung Traditional Owners Aboriginal Corporation, Central Highlands Water and the City of Ballarat to see rehabilitation works and re-establishment of the river environment, reducing the potential for significant future erosion, and stabilising the riverbed and banks. The final stage of the project is the revegetation and restoration of the river verge to a condition similar to pre-European settlement which is being delivered by Wadawurrung<sup>8</sup>.

### 'Yarrowee River History: Peel to Prest'

A collaboration between the Wadawurrung Traditional Owners Aboriginal Corporation, Federation University, and the City of Ballarat overlays historical maps with Google Maps to illustrate how the waterways of the Yarrowee River and of Gnarr Creek were diverted into water courses to support the search for gold and growth of the City of Ballarat. The interactive map interrogates the long-term effects of this water diversion on community and Country and begins the truth telling that is fundamental to Caring for Country<sup>9</sup>.

<sup>8</sup> The Conversation, *In the 1800s, colonial settlers moved Ballarat's Yarrowee River. The impacts are still felt today*, accessed 14/11/23, <https://theconversation.com/>

<sup>9</sup> Central Highlands Water, *Yarrowee River Rehabilitation Project*, accessed 27/2/24, <https://www.chw.net.au/community/community-investment/projects/yarrowee-river-rehabilitation-project>



## City of Ballarat Responsibility

In 2015, Australia, along with 192 other countries, endorsed the 2030 Agenda for Sustainable Development, made up of 17 Sustainable Development Goals (SDGs)<sup>10</sup>.



The Sustainable Development Goals are reflected in the City of Ballarat Council Plan 2021 – 2025, underpinning the Goals that have led to the development of this Strategy.

Today, Tomorrow, Together: <b>The Ballarat Strategy</b> – Our Vision for 2040 Vision: <i>A greener, more vibrant and connected Ballarat</i>			
<b>Section 5:</b> Sustainable Ballarat – Manage Ballarat’s unique historic, cultural and natural values as an integrated landscape of high value to the community			
<b>Community Vision 2021 – 2031:</b> Vision: <i>Ballarat, Victoria’s heritage city. leading the way as a sustainable, innovative and inclusive community</i>			
<b>Principle:</b> Environmental sustainability – Our natural environment thrives and is home to a diverse range of plants and animals			
<b>Council Plan 2021 – 2025</b>			
<b>Principle:</b> Environmental Sustainability – We will seek to lead in sustainable practice. We will consider how our ideas and actions will impact the environment and work to reduce our impact on climate and promote sustainability			
<b>GOAL 1</b> An environmentally sustainable future	<b>GOAL 2</b> A healthy, connected and inclusive community	<b>GOAL 3</b> A city that fosters sustainable growth	<b>GOAL 4</b> A city that conserves and enhances our natural and built assets
<b>Biodiversity Vision and Commitment</b> Vision: <i>Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience</i>			
Urgency / Environmental Outcomes	Community	Development	Government
<b>Biodiversity Strategy</b>			

The City of Ballarat’s Plans and Strategies that support the Biodiversity Strategy

<sup>10</sup> United Nations, *Sustainable Development*, accessed 23 January 2024, <https://sdgs.un.org/goals/>



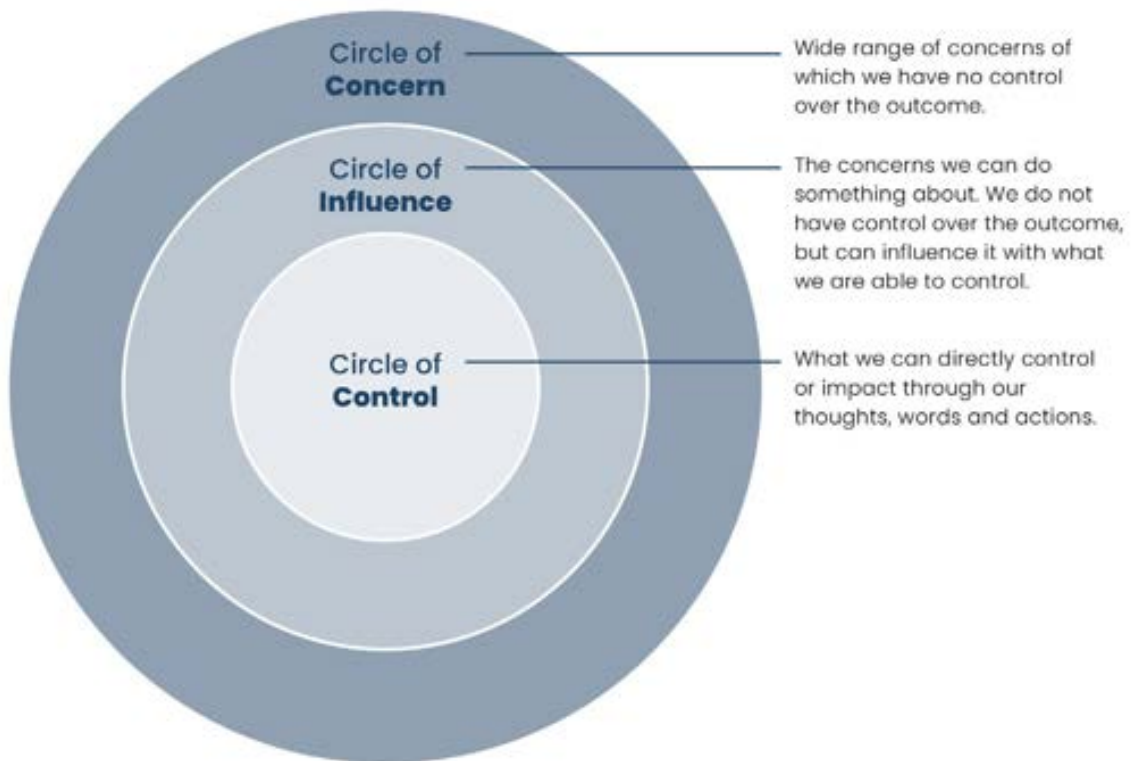
Local government is in a unique position to influence environmental outcomes through decisions and operational practices that are beyond legislative obligations. The community looks to the City of Ballarat to lead by example, and this is matched by a strong organisational desire to develop a culture to deliver environmentally sustainable outcomes. We recognise that there is room for improvement with regards to instilling sustainability practices into the organisation's overall employee consciousness. This will involve proactive engagement, executive and shared leadership, and overall increased education and ownership.

Biodiversity is impacted by everything we do. The physical things we do, the choices we make, the way we communicate, all our day-to-day activities have flow on effects to how we treat and value the environment, whether directly or indirectly as an organisation and as a community. Within the City of Ballarat, the Ballarat Biodiversity Strategy will touch on most areas of the organisation. However, while the Strategy sits with the

Sustainable Environment team, it will take the entire organisation, and community, to deliver the Biodiversity Strategy and Community Vision.

When interacting with and making decisions that impact the natural environment and biodiversity in Ballarat, the City of Ballarat will follow the "Precautionary Principle": take precautionary measures if there are threats of serious or irreversible environmental damage. A lack of full scientific certainty will not be used as a reason for postponing measures to prevent environmental degradation<sup>11</sup>.

As the regional capital of western Victoria, relative to its neighbours, Ballarat has a higher revenue source and smaller land area<sup>12</sup>. We have a responsibility and more resources to take care of the natural environment in our direct sphere of influence, and the region more broadly. We will act with intent and integrity towards our shared Vision relative to our level of influence, as per the below.



City of Ballarat's three circles of influence.<sup>13</sup>

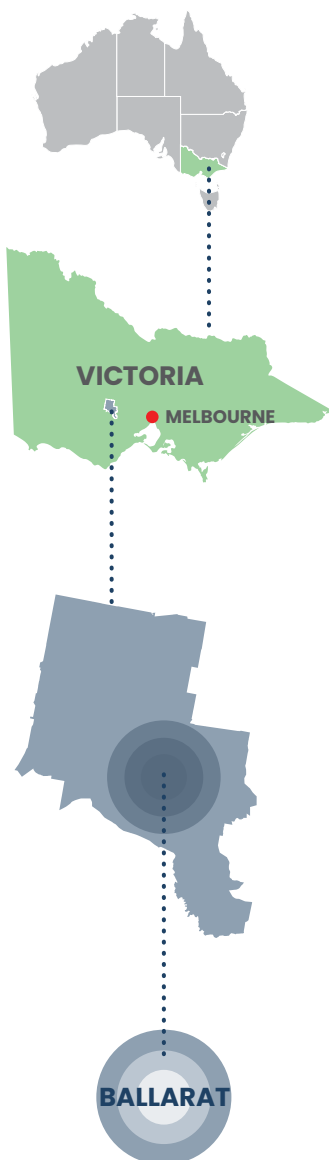
<sup>11</sup> Australian Agricultural and Resource Economics Society 2006. *Precaution: principles and practice in Australian environmental and natural resource management*, Deborah C Peterson

<sup>12</sup> Ballarat Strategy 2015. *Today Tomorrow Together*, City of Ballarat

<sup>13</sup> Learning Loop, Circles of Influence, accessed 24 January 2024, <https://learningloop.io/>

## Related Legislation, Strategies and Plans

Biodiversity related Federal and State legislation applies to the City of Ballarat and influences its actions and priorities. Similarly, legislation also applies to private land holders and other government landholders and operators. There are also many regional and local strategies and plans that direct our actions and priorities as the image below demonstrates:



### FEDERAL

- Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act)
- Australia's Strategy for Nature 2019-2030
- Native Title Act 1993
- Threatened Species Action Plan 2022-2032

### STATE

- Protecting Victoria's Environment – Biodiversity 2037
- Flora and Fauna Guarantee Act 1988 (FFG Act)
- Catchment and Land Protection Act 1994 (CaLP Act)
- Planning and Environment Act 1987 (P&E Act)
- Guidelines for the removal, destruction or lopping of native vegetation (the Guidelines)
- Traditional Owner Settlement Act 2010
- Aboriginal Heritage Act 2006
- Victorian Koala Management Strategy
- Climate Change Act 2017
- Environment Protection Act 2017
- Local Government Act 2020
- Conservation, Forests and Lands Act 1987
- Wildlife Act 1975
- Water Act 1989
- Victorian Traditional Owner Cultural Landscapes Strategy
- Victorian Cat Management Strategy (in development)

### REGIONAL

- Paleert Tjaara Dja – Wadawurrung Country Plan 2020 – 2030
- Dhelkunya Dja – Dja Dja Wurrung Country Plan 2014 – 2034
- Galk-galk Dhelkunya – Djaara Forest Gardening Strategy 2022 –2034
- Dhelkunyangu Gatjin – Djaara Gatjin (Water) Strategy
- Turning 'wrong way' climate, 'right way' – Djaara Climate Change Strategy 2023-2034
- North Central Catchment Management Authority Regional Catchment Strategy 2021 – 2027
- Corangamite Catchment Management Authority Regional Catchment Strategy 2021 – 2027
- Glenelg Hopkins Catchment Management Authority Regional Catchment Strategy 2021 – 2027
- Grampians Region Climate Adaptation Strategy

### LOCAL

- Council Plan 2021 – 2025
- Biodiversity Vision and Commitment
- Ballarat Planning Scheme
- Comprehensive Koala Plan of Management
- Yarrowee River and Tributaries River Corridor Masterplan
- Urban Forest Action Plan
- Ballarat Open Space Strategy
- Ballarat East Local Area Plan
- Ballarat Rural Land Use Strategy
- Lake Wendouree Master Plan
- Sustainable Subdivision Framework (Guidelines)
- Tree Management Plan
- Victoria Park Master Plan
- City of Ballarat Reconciliation Action Plan (in development)
- Ballarat Botanic Gardens Master Plan (in development)

## Community Responsibility

While the City of Ballarat plays an important role in environmental stewardship, private land and the actions of private individuals is key to improving the health of biodiversity in Ballarat. Whether it is planting natives in your yard, keeping an old tree, or registering a conservation covenant on your title, individual landholders directly influence biodiversity.

At the 27th United Nations Climate Change Conference of the Parties (COP27) a Global Biodiversity Framework (GBF) was agreed, including target 3 calling for 30% of the earth's land and sea to be conserved through the establishment of protected areas<sup>14</sup>. Currently, only 22% of Australia's land area is protected through national and state parks, Indigenous protected areas and private reserves; in Victoria that number is even lower at just 17% (mostly in the east and north-west of the State). Given around two-thirds of Victoria is privately owned, private land will play a critical role in securing the future of our unique ecosystems and species and help meet global and local targets to protect biodiversity<sup>15</sup>.

There are general duties that apply to landowners, including those identified in s20 (1) of the Catchment and Land Protection Act 1994<sup>16</sup>.

In relation to his or her [or their] land (where land includes soil, water, vegetation and fauna on land) a landowner must take all reasonable steps to:

- avoid causing or contributing to land degradation which causes or may cause damage to land of another landowner; and
- conserve soil; and
- protect water resources; and
- eradicate regionally prohibited weeds; and
- prevent the growth and spread of regionally controlled weeds; and
- prevent the spread of, and as far as possible eradicate, established pest animals.

The Environment Protection Act 2017 includes a General Environmental Duty where a person who is engaging in an activity that may give rise to risk of harm to human health or the environment from pollution or waste must minimise those risks, so far as reasonably practicable, at risk of civil liability and criminal penalties.

Additionally, a planning permit may be required to remove, destroy or lop native vegetation (big and small) under the Ballarat Planning Scheme. To avoid penalties and fines, individuals should check with the City of Ballarat before removing native vegetation.

Individual actions like controlling weeds and pest animals on your property, keeping dogs on a leash or cats inside, volunteering or joining a Friends group, respecting the environment and advocating for better environmental protections, are all simple ways we as a community can better care for nature.

The creation of the Yarrowee River Trail, Woowookarung Regional Park and more recently the Bunny Trail, for example, were spearheaded by members of the public that wanted to protect the environment. The Ballarat community plays an important role in preserving biodiversity within the region and has a major role in advocating and setting public priorities for biodiversity.

### Hot Tip: 'Land for Wildlife'

Land for Wildlife is a voluntary wildlife conservation program which acknowledges and recognises private landowners who are managing and/or restoring habitat for wildlife on their property. If you wish to create or protect wildlife habitats on your property, then the Land for Wildlife scheme can offer you advice and assistance.

[wildlife.vic.gov.au/protecting-wildlife/land-for-wildlife](https://wildlife.vic.gov.au/protecting-wildlife/land-for-wildlife)

### Hot Tip: 'My Property'

Corangamite Catchment Management Authority's 'My Property' tool on its NRM Portal is a great shared tool where you can make a plan and record restoration efforts and citizen science to help coordinate restoration efforts with other agencies and landholders across the region!

[nrm.vic.gov.au/ccmaknowledgebase.vic.gov.au/](https://nrm.vic.gov.au/ccmaknowledgebase.vic.gov.au/)

### Hot Tip: 'The Bradley Method for Bush Regeneration'

Joan and Eileen Bradley developed a series of weed control and native vegetation recovery techniques involving methodically clearing small weedy areas in and around healthy native vegetation so that each area was re-colonised by the regeneration of native plants, replacing the weeds. The Bradley Method follows three main principles:

1. Secure the best areas first. They are the core areas that can then be expanded for easier and better results.
2. Minimise disturbance to the natural conditions (e.g. minimise soil disturbance and off-target damage).
3. Don't over clear – let the regeneration of the bush set the pace of weed clearance.

<sup>14</sup> International Institute for Sustainable Development, Global biodiversity framework 30x30 target, accessed 31/1/24, <https://www.iisd.org/articles/insight/global-biodiversity-framework-30x30-target/>

<sup>15</sup> Trust for Nature, Land tax exemption for covenanted land in Victoria from 1 January 2024, accessed 10 January 2024, <https://trustfornature.org.au/>

<sup>16</sup> Victorian Current Acts, Catchment and Land Protection Act 1994, accessed 24 January 2024, [https://classic.austlii.edu.au/au/legis/vic/consol\\_act/calpal994267/](https://classic.austlii.edu.au/au/legis/vic/consol_act/calpal994267/)

## Ballarat Biodiversity Vision and Commitment

Developed and adopted in 2022, the Biodiversity Vision and Commitment for the City of Ballarat and the community is:

*Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience*

The City of Ballarat is committed to protecting and restoring the natural environment for the benefit of all plants, animals and people that inhabit and benefit from it. Council and the City of Ballarat acknowledges:

- The continuing connection of the Wadawurrung and Dja Dja Wurrung who have a deep understanding of the land, water and sky, and value their partnership in managing and determining their future.
- The community's role in protecting and restoring the natural environment and continued sharing of knowledge and experience through active engagement.
- The intrinsic and irreplaceable value of our forests, waterways, grasslands, large old trees and urban forestry, including street trees, that make up the mosaic of landscapes of Ballarat and region.
- Its role in supporting the invaluable services provided to us through the water cycle, nutrient cycle and other natural processes for the health of all.
- That biodiversity does not stop at borders, and it is our role as a regional centre to lead and facilitate responsible stewardship of the land.
- That biodiversity comes in many forms and that flora and fauna across all landscapes have inherent value worthy of protection and support.
- That flora and fauna have the right to exist and that it is our duty to live in harmony with, rather than external to, the natural environment.

Community consultation highlighted key focus areas to achieving a biodiverse Ballarat. These focus areas were adopted as part of the Biodiversity Vision and Commitment and forms the basis for the Ballarat Biodiversity Strategy. They are:

- 1. Urgency** – We take action now and continue following through with our commitments to create protected and resilient ecosystems.
- 2. Environmental outcomes** – Positively influence our efforts to protect, restore and connect environments across our region at a local to landscape scale.
- 3. Community** – Being informed, engaged, and collaborative in the pursuit of protecting and improving the natural environment.
- 4. Development** – Redirected away from valuable environmental assets and, where it occurs in sensitive areas, that development is done responsibly and ensuring those that detrimentally impact the environment through development are held accountable.
- 5. Government** – All levels are aligned to facilitate, fund and re-enforce efforts that protect and advance environmental stewardship.



The City of Ballarat Biodiversity Vision and Commitment strategy



Biodiversity and human health; it's black and white

## Biodiversity and Human Health

Biodiversity is fundamental to human well-being, a healthy planet, and economic prosperity for all people, including for living well in balance and in harmony with Mother Earth. We depend on it for food, medicine, energy, clean air and water, security from natural disasters as well as recreation and cultural inspiration, and it supports all systems of life on Earth<sup>17</sup>.

Western culture has viewed nature as an externality that can be measured, modified and used to suit human wants and needs. This approach has directly contributed to the global warming and biodiversity crises we currently face<sup>18</sup>. Australians currently use natural resources 4.5 times faster than Earth's biocapacity, the second highest in the world behind the USA at 5.1 times, and well above the world average of 1.75 times<sup>19</sup>. If we, as a society, do not learn to live within Earth's biocapacity and respect Dja and Djandak, we will obliterate the fundamental Earth systems we rely on to survive. To address the issues we face, it is not simply a matter of 'fixing the environment' but rather, a matter of fixing the culture that degrades it.

We know that we cannot survive without the environment, so we need to focus on living with the environment, and this takes a shift in mentality, culture, and practice – a shift towards Caring for Country.

A large body of research has convincingly shown that 'nature' in its many forms and contexts can have direct benefits on mental and physical health. Unfortunately, the extent and diversity of natural habitats are decreasing rapidly. Natural sounds and smells (birds and wildflowers for example) have well-documented beneficial effects on mental restoration, calm and creativity. Being physically in nature benefits our balance and equilibrium, keeps our brains cognitively healthy, our bodies physically healthier, and makes us happier.

There is also growing and compelling evidence that contact with diverse microbiomes in the soil and air has a profound effect on depression and anxiety. Increasing our interaction with natural elements through touch, literally getting dirt under our nails, is physically and mentally good for us. We also have increasing evidence that air, noise and soil pollution increase risk of mental health disorders. So, the more biodiverse and healthier the environment, the healthier we are, indicating biodiversity is a priority for human health<sup>20</sup>.

<sup>17</sup> Convention on Biological Diversity, 15/4. Kunming-Montreal Global Biodiversity Framework, UN Environment Program, Fifteenth Meeting – Part II, December 2022

<sup>18</sup> IPBES (2019): Global Assessment Report on Biodiversity and Ecosystem Services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. IPBES secretariat, Bonn, Germany

<sup>19</sup> Earth Overshoot Day, How many Earths? How many countries?, accessed 17 January 2024, <http://overshoot.footprintnetwork.org/>

<sup>20</sup> The Conversation, Biodiversity and our brains: how ecology and mental health go together in our cities, accessed 30/1/24, <https://theconversation.com/biodiversity-and-our-brains-how-ecology-and-mental-health-go-together-in-our-cities-126760/>

*“We may not know it, but we need towering forests across one third of the land’s surface to lock away carbon and keep the climate stable. We need millions of pollinators, billions of soil organisms, and megatons of plankton to keep the food we eat in supply. Our planet’s biodiversity provides all the things we need for free. But it will only do so if there’s lots of it and at the moment it’s under attack. We talk about climate change a lot, but biodiversity loss is as important an issue. How do we stop this loss of life? How do we ensure that biodiversity begins to increase again? In fact, we already know exactly what to do.”*

– Sir David Attenborough, 2024



Community members enjoying the health benefits of nature

People depend on biodiversity in their daily lives, in ways that are not always apparent or appreciated. Human health ultimately depends upon ecosystem products and services (such as availability of fresh water, food and physical resources) which are vital for good human health and productive livelihoods. Biodiversity loss can have significant direct human health impacts if ecosystem services are no longer adequate to meet societal needs. Biodiversity provides many goods and services essential to life on Earth, for free. The management, or mismanagement, of natural resources significantly contributes to the baseline health status of Ballarat’s community.

Environmental stewardship, akin to Caring for Country, contributes to secure livelihoods and improves the resilience of the community. Biodiversity loss (including loss of species and genetic diversity) can contribute to food and nutrition insecurity. For example, biodiversity loss makes plants and crops more vulnerable to disease and failure, increasing the need for chemical fertilizers and pesticides which in turn can also contribute to numerous public health threats including antibiotic resistance and noncommunicable diseases. Land use change through deforestation is the leading driver of disease emergence in humans and should be a key priority to abate<sup>21</sup>. As biodiversity declines, the ability for humans to survive on Earth declines. We are connected to nature whether we like it or not; the Healthy Country Plans of Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation tell us how we can consciously connect and care for the environment that supports us.

<sup>21</sup> Convention on Biological Diversity, *Connecting global priorities – biodiversity and human health*, World Health Organisation 2015

## Ballarat's Landscape

Stand at the roundabout at the intersection of Lydiard Street South and Dana Street in Ballarat Central, look east down the hill, and you are standing at the edge of ancient volcanic flows, looking at Mt Warrenheip, an extinct volcano, and Woowookarung Regional Park, Ballarat's newest State reserve. The Yarrowee River ahead, channelised and built over, begins its life near White Swan Reservoir and follows the embankment south, punctuating the two main landscapes in Ballarat – Victorian Volcanic Plains (VVP) to the west, and Central Victorian Uplands (CVU) to the east.

These two bioregions are the foundations for the Ecological Vegetation Classes (EVCs) found in Ballarat – generally, Plains Grassy Woodland to the west, and Heathy Dry Forest to the east. In short, the underlying geology determines the soils, the soils and topography determine the plants that grow (along with rainfall and other factors). The grasslands grow in the west because of the underlying basalt creating fertile volcanic soils in the Victorian Volcanic Plains; the forest grows in the east because of the underlying shale, sandstone and mudstone creating low nutrient soils in the Central Victorian Uplands.



Mt Warrenheip on a brisk Ballarat morning



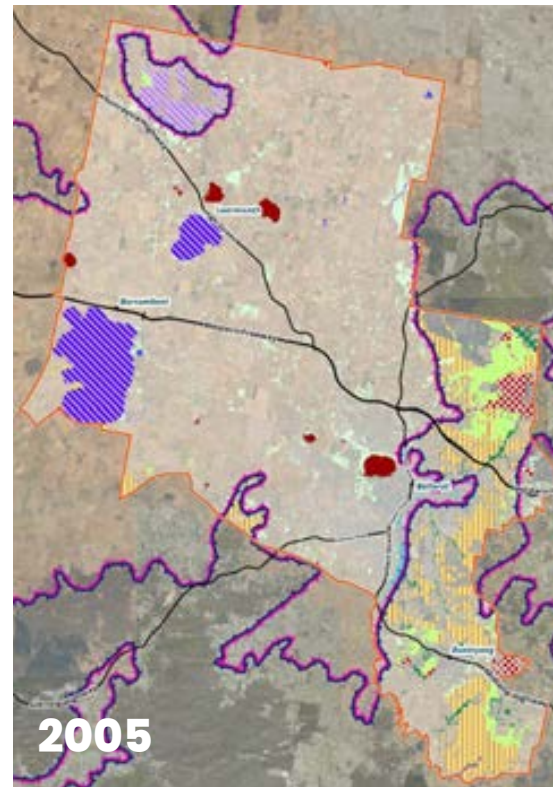
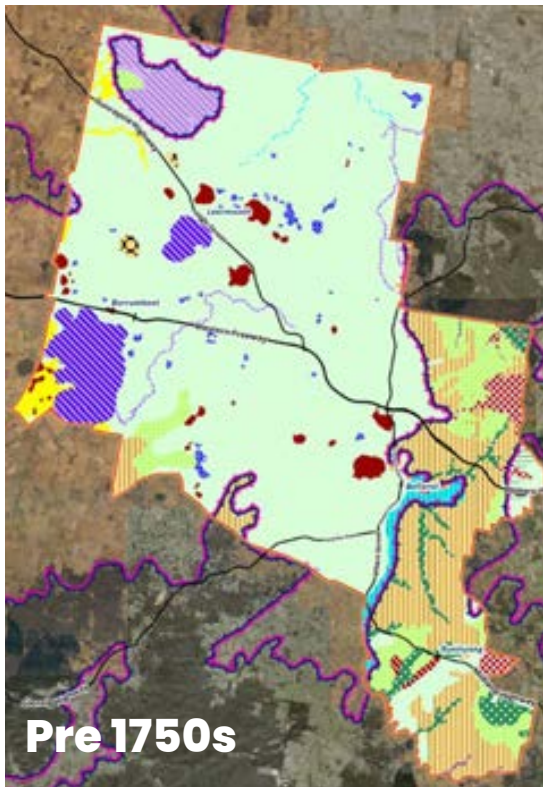
The Ballarat region has about 700 native species of plants. Common bushland of the region was open eucalyptus forest with combinations of Messmate and Peppermint, with an understorey of wattles and a great diversity of smaller shrubs, grasses and herbs<sup>22</sup>. Unsurprisingly, the animals that exist in these Ecological Vegetation Classes differ because the habitat is different in each.

Following colonisation of Ballarat in 1838, vast swathes of land was cleared for settlement, mining, agriculture, and other natural resource extraction. Fast forward 175 years and modelling and mapping of vegetation in the region in 2005 illustrates the extent of clearing with significant declines in the cover of all Ecological Vegetation Classes across the Ballarat region.

Ecological Vegetation Classes within the Central Victorian Uplands bioregion have reduced by 52 per cent of the pre-1750 extent, and by 91 per cent in the Victorian Volcanic Plains bioregion. The image below illustrates modelling of what the vegetation cover of Ballarat was pre-1750's (European settlement), and in 2005.

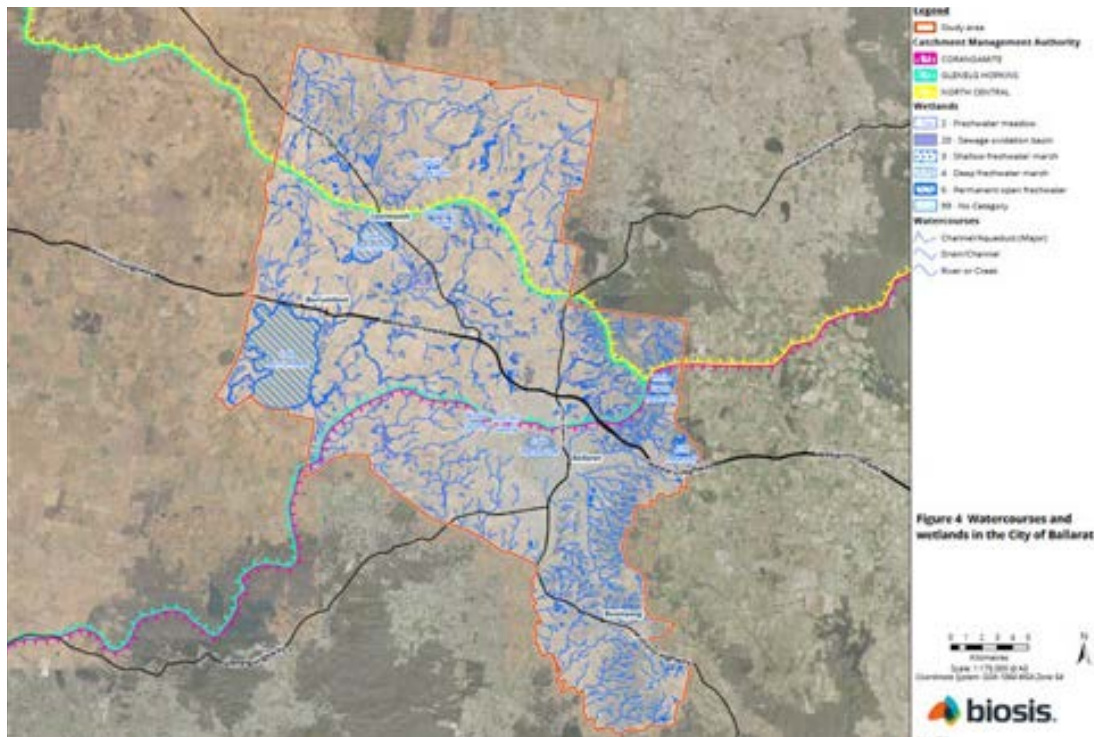
Many flora and fauna species occur in Ballarat, however, there is much less space for them to live in. While some species have adapted and survive in human modified landscapes and built environments, many have not and require large and connected patches of healthy and core habitat to survive in the region. Without action, our list of threatened species will continue to grow:

- 22 threatened plant (flora) species
- 43 threatened animal (fauna) species
- 7 threatened ecological communities.



Pre-1750s and 2005 Ecological Vegetation Classes and bioregions of the City of Ballarat

<sup>22</sup> City of Ballarat 2004, *Native Vegetation Conservation in the City of Ballarat*, City of Ballarat



Watercourses, wetlands and Catchment Management Authorities in the City of Ballarat

Located at the southern end of the Great Dividing Range, Ballarat is situated at the junction of three Catchment Management Authorities (CMAs) – Corangamite CMA (CCMA), Glenelg Hopkins CMA (GHCMA) and North Central CMA (NCCMA).

The major river basins within each of the CMAs are:

- Corangamite CMA:
  - Barwon River, flowing to Barwon Heads
- Glenelg Hopkins CMA:
  - Hopkins River, flowing to Warrnambool
- North Central CMA:
  - Loddon River, flowing to the Murray River

Several major creeks and rivers occur within the Ballarat region including the Yarrowee River, Burrumbeet Creek, Creswick Creek, Slaty Creek and Canadian Creek. Originally a wetland, Lake Burrumbeet is the largest permanent freshwater body within the Ballarat region. It is located in the west and is directly fed by Burrumbeet Creek, which begins in the foothills around Invermay. Lake Learmonth (also once a wetland) is located in the west, along with many other ephemeral wetlands and creek lines. The ever-popular Lake Wendouree was also once an ephemeral wetland, meaning that it regularly dried-out in late summer, until it was modified during the gold rush to permanently hold water, gradually receiving more artificial flows to form the lake we know and love today.

Watercourses and waterbodies provide havens for wildlife through summer and droughts, and where native vegetation remains intact on their banks, creeks and waterways provide excellent opportunity for habitat connectivity across the landscape. However, from mining and urban expansion, they have been heavily modified and are significantly degraded.

Each of the Catchment Management Authorities have Regional Catchment Strategies which offer opportunities for advice, partnerships and grant funding, something Ballarat should seek to capitalise on. Additionally, Ballarat's position at the top of three catchments means how it manages its waterways has flow-on effects into the three catchments; restoration projects will send native seed downstream, whereas weed infestations will send weed seed downstream. Similarly, rubbish and pollution that enters waterways upstream, flow downstream ultimately ending up in our oceans.

More detailed information is available in the supporting document – Background Science.

## Threats to Biodiversity

Ballarat’s plants and animals are threatened by several cumulative and increasing threats such as invasive weeds and pest animals, climate change, fragmentation and habitat loss, and natural disasters<sup>23</sup>. A key threat facing threatened flora (plants) and fauna (animals) within the city of Ballarat is habitat loss, fragmentation and urban expansion<sup>24</sup>.

Expansive land clearance on the Victorian Volcanic Plains has resulted in the widespread loss of Grassy Woodland and Grassland habitats to intensive agriculture. As a result of this historical clearance, many flora and fauna species endemic to this habitat are listed as threatened, such as the Striped Legless Lizard *Delma impar* and Growling Grass Frog *Litoria raniformis*. Habitats for threatened species in these areas now persist as small, fragmented ‘islands’, threatened by Ballarat’s urban expansion westward. Connectivity between these islands is limited due to the inhospitable agricultural landscape and other human activities. Even though there is a greater cover of native vegetation in the east of the region, it is still negatively impacted by pest plants and animals and fragmentation caused by large roads and urban developments<sup>3</sup>.

Loss of large hollow-bearing trees through agricultural clearing and urban development reduces roosting and nesting habitat for a range of native birds, bats and arboreal mammals. Introduction of pest bird species, such as Common Myna *Acridotheres tristis*, has caused significant competition for hollows and other roosting and nesting habitat for natives.

Climate change also poses a risk to threatened species within the region. Ecosystems in the east of the region, including Riparian forests and Dry forests, will be adversely impacted by modelled reductions in rainfall and areas of suitable habitat<sup>25</sup>.



Native vegetation removal and fragmentation are major risks to biodiversity



A heavily degraded waterway in Ballarat’s East



Rubbish dumping highlights the disregard for the environment

23 DCCEE 2022. Threatened species strategy action plan 2022–2032, Author: Department of Climate Change, Energy, the Environment and Water, Canberra, ACT.

24 Biosis 2020. Living Corridors Action Plan: Draft Report, Biosis Pty Ltd, Melbourne, Victoria

25 Deakin University 2016. Ballarat Biodiversity Action Plan 2016 – Background report, Report prepared for The City of Ballarat. Authors: Cunningham. S, Hossain. H, Romeijn. H, Deakin University.

Degradation of waterways also threatens biodiversity and threatens aquatic plants and animals within Ballarat<sup>26</sup>. Weed invasions are often concentrated along watercourses where native species struggle to outcompete introduced species such as Blackberry *Rubus anglocandicans*. Aquatic pest animals such as European Carp *Cyprinus carpio* can significantly degrade water quality, outcompete or prey on native species. Degradation of the waterways and surrounding vegetation reduces the amount of land available to threatened species that occur in wetland and waterway habitats. Of the 38 threatened fauna species predicted to occur within the City of Ballarat, 24 rely on wetlands and waterways as key habitat.

The sixth report from the Intergovernmental Panel on Climate Change leaves no doubt that climate change is an inevitable and urgent global challenge with long-term implications for the sustainable development of all countries. The United Nations Development Programme has declared a climate, biodiversity loss, and pollution emergency. Worsening effects will lead to more extreme weather events in Ballarat, including dangerous heat waves, longer and more intense fire seasons, drought conditions from decreased rainfall, increased storm activity and flooding, and a transition to a more northerly climate. These effects will have social, economic, psychological, environmental, ecological and human health consequences for Ballarat's community.

The climate is an important driver of ecological cycles for both flora and fauna. The Ballarat region's climate is expected to change over the next 50 to 70 years, which will provide challenges for many of the local species<sup>27</sup>. With decreases in average rainfall and increases in average temperatures, the amount of land suitable for habitat within the region will shrink. This will increase the importance of retaining existing vegetation and capitalising opportunities for connectivity between remnant patches of vegetation. Impacts of climate change can also be complex. For example, many plant species rely on temperature and rainfall cues to grow, flower and set seed. Understanding how changes to the climate effect species in Ballarat is key to being able to effectively manage the risks and adapt to the changes.



Heavy weed infestation along a watercourse on private land

Connectivity plays a critical role in the preservation and enhancement of biodiversity and ecological values within Ballarat. Where native flora and fauna have opportunities to move freely through large patches of vegetation, either directly or indirectly (through seeds or pollen, for example) they have more of an opportunity to diversify genetic pools and seek refuge from threats such as climate change. Furthermore, climate models suggest less average rain but more intense rain events more often. Ballarat's channelised drainage can manage water from storm events, however there will be a growing need to keep water in the landscape for longer to allow it to penetrate the ground and be used by vegetation, hydrate soils and regenerate groundwater.

26 Biosis 2018c. East Ballarat Local Area Plan Background Paper. Natural Environment and Landform, Report prepared for City of Ballarat. Author: Gibson, M, Biosis Pty Ltd, Melbourne, VIC. Project no. 26930  
27 Deakin University 2016. Ballarat Biodiversity Action Plan 2016 - Background report, Report prepared for The City of Ballarat. Authors: Cunningham, S, Hossain, H, Romeijn, H, Deakin University.

## Current State of Biodiversity within Ballarat

Many of the biodiversity reports reviewed discussed that much of the remaining ecological values within the City of Ballarat municipality predominantly occur to the east of the Yarrowee River, with the exception of lakes in the west. Large blocks of native vegetation occur in the east including the Nerrina Historic Area, Woookarung Regional Park, Union Jack Reserve and Mt Buninyong. This area is considered a 'Living Corridor' as it connects state forests and other reserves lineally to the north (Creswick Regional Park) and south (Enfield State Park). These reserves play an important role in preserving biodiversity and providing habitat for threatened fauna and flora species<sup>28</sup>. The Living Corridor is interrupted by major roads and urban developments in some areas, providing opportunities for improvements. Connectivity in this corridor is vital for flora and fauna to be able to adapt to climate change to continue existing in the region.

The State Government's 2022 Strategic Biodiversity Value (SBV) mapping is landscape scale mapping

that combines information on biodiversity values with connectivity and fragmentation information to show the relative value of landscapes across Victoria. The mapping provides a strategic view of the ranked contribution of a location for the conservation of Victoria's biodiversity. A higher strategic biodiversity value score indicates a location that contains more, and less common biodiversity values relative to other locations with a lower score. Higher scores tend to be in contiguous areas of native vegetation<sup>29</sup>.

The below image illustrates Ballarat's Strategic Biodiversity Value relative to the surrounding region. It highlights that while we have some areas of higher value (such as Lake Burrumbeet, Lake Learmonth, Lake Wendouree and the southern reaches of Creswick Regional Park), the broader region has considerably higher Strategic Biodiversity Value (such as Enfield State Park, Brisbane Ranges, and Wombat State Forest), which demonstrates much more contiguous areas of native vegetation.



Strategic Biodiversity Values within and around the City of Ballarat

28 Biosis 2020. Living Corridors Action Plan: Draft Report, Biosis Pty Ltd, Melbourne, Victoria

29 DELWP 2017. Biodiversity information explanatory document, Victorian Government Department of Environment, Land, Water and Planning, Melbourne



Rare flowering native grassland at Dowling Forest Cemetery needs active protection from invasion by exotic weeds

The State Government's Biodiversity 2037, Victoria's plan to stop the decline of our native plants and animals and improve our natural environment, discusses a new approach to conservation management that moves away from planning for each species individually and from managing only the most highly threatened species first. Management of species that are highly threatened is high risk and high cost. Rather than managing species at the 'emergency end' of conservation, this new approach focusses primarily on preventing species from becoming threatened. Preventing species and communities from becoming threatened requires a landscape scale approach to conservation and will, as a result, target many species at once<sup>30</sup>.

If Ballarat is to increase its Strategic Biodiversity Values, it will be required to take a landscape scale approach that benefits the largest number of species. Ballarat's flagship species, the Koala and Growling Grass Frog (both specifically protected in the Ballarat Planning Scheme) will benefit from taking this landscape scale approach. These two unique species each represent our two unique landscapes; the koala is generally found in the Central Victorian Uplands, and the Growling Grass Frog is found in the Victorian Volcanic Plains. Outcomes of this Strategy will take this landscape scale approach, championed by our flagship species.

Areas of remnant native vegetation and habitats are much smaller in the west of the region due to extensive clearing for agriculture since 1838. While far less volume of the region's biodiversity is found in the west, what remains is incredibly important given its rarity and level of depletion across the state. Roadsides, rail reserves and other linear reserves may support the majority of the native flora and fauna remaining to the west of the Yarrowee River<sup>31</sup>. Linear reserves that have been spared from intense disturbances such as heavy grazing, may still support highly biodiverse ecosystems. As a result, several threatened flora and fauna species are predicted to occur in the west of the region, despite the extensive clearance and agricultural activities.

30 DELWP 2017. Protecting Victoria's Environment - Biodiversity 2037, Victorian Government Department of Environment, Land, Water and Planning. Melbourne

31 LINCS Committee 1995. Linear Network of Communal Spaces (L.I.N.C.S) plan, Report Prepared for the City of Ballarat. Authors: The LINCS Committee

## Consequences of inadequate action/management

The environmental assets within Victoria are commonly referred to as 'Natural Capital'. Natural capital is not only important for the health and cultural identity of all Victorians, but also for key sectors such as tourism and agriculture. If Victoria's natural capital is adequately protected and improved, by 2028 it could provide between \$15 billion and \$36 billion in economic benefits for Victoria. If environmental assets continue to decline, an economic loss of between \$16 billion and \$78 billion is projected<sup>32</sup>.

As discussed earlier, key threats to biodiversity within the region include land clearance and climate change. If these threats are not adequately managed, then Ballarat may lose the ecological values that make the region an important part of Victoria's ecological system. For example, allowing land clearance to continue within the priority areas identified in the 2016 Ballarat Biodiversity Action Plan<sup>33</sup> would directly impact the ability of the region to maintain (let alone improve) its biodiversity, particularly in the face of climate change.

As the land available for suitable habitat shrinks due to reduced average rainfall, increases in temperature, and increases in wildfire and storm events, landscape connectivity will become even more important. If actions are not taken to improve connectivity or to stop isolation and fragmentation (through further land clearance), native fauna and flora will have fewer options to relocate to more suitable habitat and will be substantially more at risk of being lost to disease and natural disasters. Furthermore, if we do not connect the landscape, the exchange of genetics will continue to diminish, making populations more susceptible to disease and climate events, accelerating the risk of extinctions.

Invasive environmental weeds pose a significant threat to remnant vegetation on the Victorian Volcanic Plains<sup>34</sup>. Environmental weeds can swiftly outcompete native species and reduce species diversity in patches of remnant vegetation. They often also reduce the suitability of habitat for native fauna. Without extensive and collaborative management of these invasive species, what remains of the biodiversity in the west of Ballarat is at risk of being lost.



Considering options for the European Carp *Cyprinus carpio* problem at Lake Burrumbeet

As shown when comparing vegetation coverage between 1750 and 2005 most of the vegetation that occurred across the Victorian Volcanic Plains has been cleared. Vegetation now remains as small, isolated pockets and corridors alongside roadsides and reserves such as the Dowling Forest Cemetery<sup>35</sup>. Without efforts to encourage landowners in these areas to conserve the patches of native vegetation that remain on their land and connect them to patches in neighbouring reserves, roadsides and properties, they will likely be lost from Ballarat.

Continued tree removal, particularly large old and hollow bearing trees in the east of Ballarat will put local species such as the Koala *Phascolarctos cinereus* and Brush-tailed Phascogale *Phascogale tapoatafa tapoatafa* at risk of local extinction. Similarly, land clearing, herbicide and pesticide use, pollution and uncontrolled cats and dogs threaten focal species such as the Growling Grass Frog *Litoria raniformis* and Platypus *Ornithorhynchus anatinus*.

A lack of public awareness or general disregard for the environment means that it likely will not be prioritised, and it will not receive the protection and funding needed to abate biodiversity loss. If the environment is not highly valued by the community, it may continue to be treated as it has for the last two centuries and it will continue to be degraded. Environmental degradation, for the most part, is caused by humans and human activities (post colonisation). Therefore, it is humans that can reverse that trend. The climate and biodiversity crises are human induced and will only be addressed when humans address it.

32 DELWP 2017. Protecting Victoria's Environment – Biodiversity 2037, Victorian Government Department of Environment, Land, Water and Planning, Melbourne

33 Deakin University 2016. Ballarat Biodiversity Action Plan 2016 – Background report., Report prepared for The City of Ballarat. Authors: Cunningham, S, Hossain, H, Romeijn, H, Deakin University

34 Greening Australia & Trust for Nature 2015. Conservation action plan for the Victorian Volcanic Plain. Summary report., Authors: Koch, R, J, Wong, N,

35 LINC'S Committee 1995. Linear Network of Communal Spaces (L.I.N.C.S) plan., Report Prepared for the City of Ballarat. Authors: The LINC'S Committee

## Improving biodiversity in Ballarat

The City of Ballarat has an important role to play in protecting and enhancing the biodiversity values of the region. The large reserves in the east of Ballarat provide an excellent opportunity to contribute to Victoria's biodiversity goals given the large amount of native vegetation and fauna habitat they support, and possible landscape connections they enable. Protecting and restoring habitat in Ballarat's east is critical to the continued survival of the koala and other species in Ballarat<sup>36</sup>.

Several of the reviewed reports provide recommendations to protect and restore biodiversity within Ballarat. Key recommendations shared between these reports include raising public awareness and/or ownership over the reserves within Ballarat, effectively managing invasive weed species and connecting significant patches of vegetation. The Mullawallah Wetlands (Winter Swamp) are a great example of Traditional Owner, community and government partnership to restore and manage the natural environment in urban Ballarat. Partnerships and community awareness will be crucial to the successful restoration of biodiversity in Ballarat.

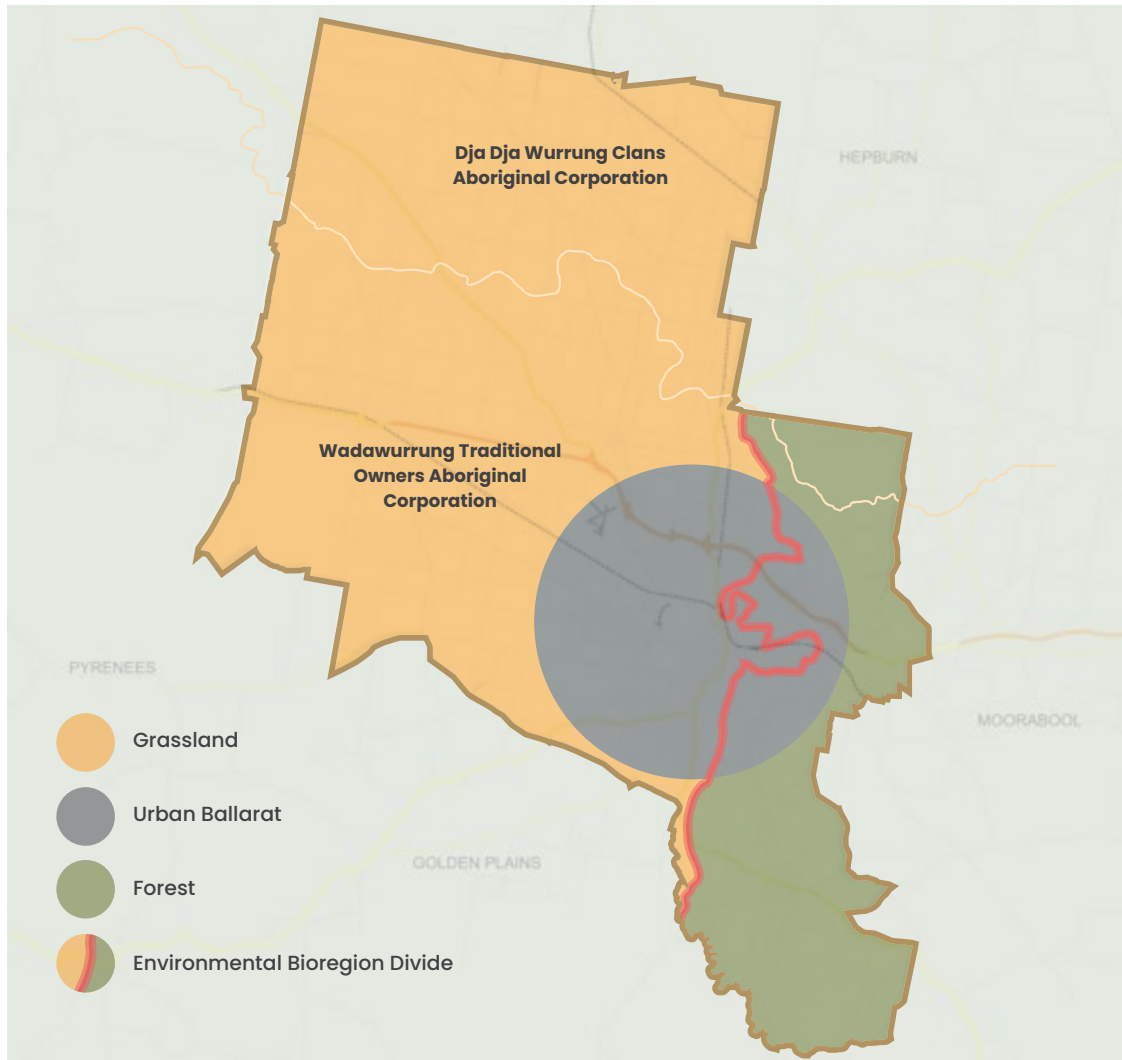
The importance of managing biodiversity in the face of climate change is also a common theme of these reports. The Ballarat Biodiversity Action Plan 2016 provides very specific guidelines for prioritising biodiversity management and restoration in modelled climate change, with a focus on the areas within the Ballarat region that will remain 'suitable habitat' as rainfall decreases and temperatures increase. These priorities need to be carefully implemented into all future biodiversity and strategic planning. As a result, effectively communicating the importance of the environment with the public can have immense benefits for biodiversity within Ballarat, much of which occurs and relies on private land.



The Future Landscapes project identifies priority areas for protection and restoration

<sup>36</sup> DEECA 2023, Victorian Koala Management Strategy, Department of Energy, Environment and Climate Action, Melbourne





Visual representation of Caring for Country across Ballarat's three main regions

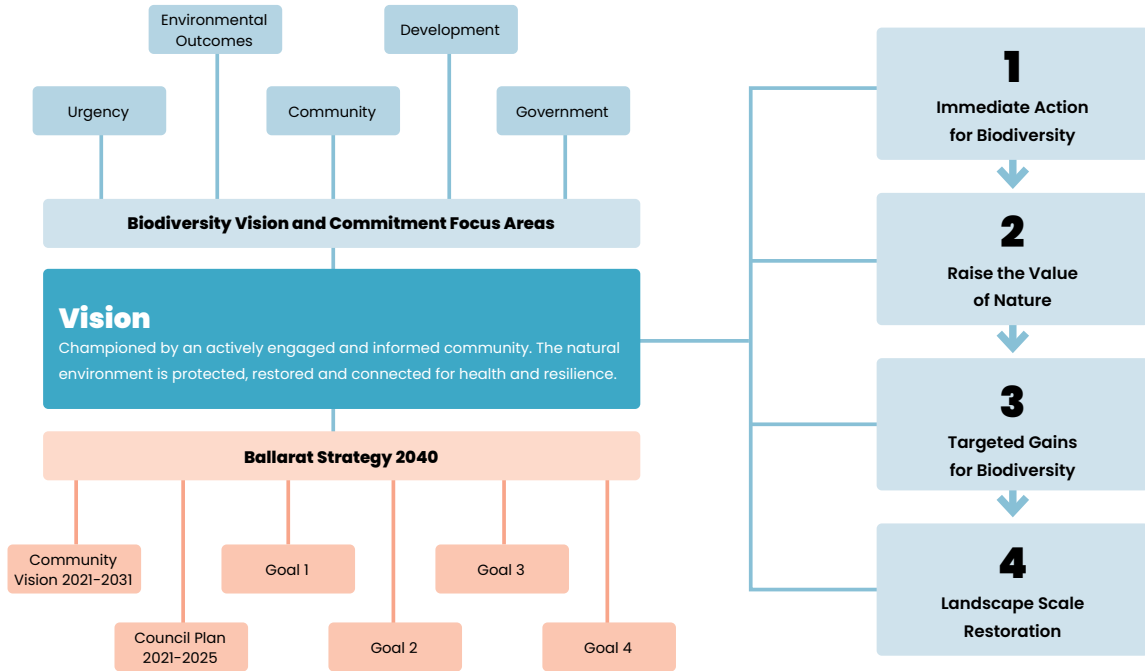
The municipality of Ballarat is 740 sq km:

- Approximately 60 per cent is farmland and wetlands on the Victorian Volcanic Plains to the west
- Approximately 20 per cent is bush, rural living and farmland on the Central Victorian Uplands to the east
- Approximately 20 per cent is urban Ballarat (including proposed growth areas, Miners Rest and Buninyong) located on both the Central Victorian Uplands and Victorian Volcanic Plains in the middle

Based on Ballarat's landscape, it can be grouped into three distinct regions: the Victorian Volcanic Plains (Grassland), the Central Victorian Uplands (Forest), and Urban Ballarat. The physical elements that make up these three regions are different; the Grassland is predominantly flat with ephemeral wetlands and waterways on larger agricultural properties, the Forest is hillier and characterised by a north-south bush through urban lifestyle blocks, and Urban Ballarat has channelised waterways, asphalt naturestrips and a landscape that prioritises humans. While biodiversity is a complex web of interactions, to be able to effectively communicate, manage and direct biodiversity efforts across the municipality, this simplified view will assist, as visualised above.

Based on the feedback received, the adopted Biodiversity Vision and Commitment, the background documents reviewed, and consideration of Ballarat's

unique landscape and current capacity, the strategy to improve Ballarat's biodiversity is based on the following:



**Immediate Actions for Biodiversity**

These focus on keeping and putting more plants in the ground now and raising the capacity of the City of Ballarat and the community to support biodiversity in the short term.

**Raise the Value of Nature**

Increasing everyone's value of the natural environment will help community groups, the City of Ballarat and Authorities improve biodiversity in the short to medium-term, helping to unlock appetite for bigger projects.

**Targeted Gains for Biodiversity**

Work needs to be conducted to build capacity within the City of Ballarat and to determine priority areas for protection and investment to see larger biodiversity gains in the medium to long-term.

**Landscape Scale Restoration**

To ensure biodiversity survives and thrives in the Ballarat region with climate change, landscape scale restoration has to be the long-term goal. This Strategy will lay the foundations for future strategies to achieve this goal (new hollow bearing trees are unable to be grown in a four year plan).



## Actions

Feedback was collated, categorized into the Biodiversity Vision and Commitment focus areas, and prioritised to identify actionable opportunities to progress towards our Vision. We asked:

- What is the action?
- What are the outcomes we hope to achieve?
- How will we know if this is successful?

Actions were selected based on their likely impact and the City of Ballarat’s ability to implement or drive them. The Selected and refined Actions are as follows:

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
<b>1</b> Immediate Action for Biodiversity	Goal 1: Working with Wadawurrung and Djaara to Care for Country	Action 1: Partner with WTOAC’s and DJAARA’s Natural Resource Management Teams for on-ground works, plant supply and project advice, supporting financial independence and self-determination through a Collaboration Agreement	Increase	1	Now	Ops / TO’s / SEB	PB	A Collaboration Agreement is signed with Wadawurrung and the relationships between Wadawurrung/Djaara and CoB is growing, constructive and based on honesty and trust
		Action 2: Enabling Wadawurrung and Djaara to conduct cultural burns and other Care for Country practices inline with their Healthy Country Plans and strategies	Increase	1	Now	Ops / TO’s / SEB	OT / PB	We have started an ongoing program of cultural burns and ecological monitoring
	Goal 2: Existing native vegetation is protected and prioritised	Action 3: Explore all options before removing native or significant trees and vegetation for both public and private proposals/activities and optimise use of trees that are felled	Increase	1	Now	SEB / DF / I&E	OT	Gather examples and develop standard approach, making BAU
		Action 4: Develop practice notes and Ballarat based case studies for considering proposals to remove, destroy or lop native vegetation and educate planners and developers of best practice application of ‘the Guidelines’	New	1	6 months	SEB / DF	OT	Practice notes and case studies produced with uplift in tree retention in proposals
	Goal 3: More plants are in the ground to restore more habitat	Action 5: Develop a Naturestrip Guideline to support gardens that provide habitat and ecological corridors through Urban Ballarat	New	1	6 months	SEB	OT	Guidelines are developed, approved and being promoted
		Action 6: Investigating options for more indigenous native plant sales by increasing support to City of Ballarat Indigenous Plant Nursery and Wadawurrung Traditional Owners Nursery, promoting Gardens for Wildlife Ballarat, Landcare and FoG’s	Increase	1	1 year	SEB / Ops	OT / \$	Increase the amount of plants going in the ground by at least 50 per cent / 12,000
	Goal 4: Friends of Groups are supported to grow and do their amazing work	Action 7: Propose to Council the establishment of a Biodiversity Reference Group to provide advice on biodiversity matters in Ballarat, including advising on the Comprehensive Koala Plan of Management	New	1	1 year	SEB	OT / \$	Committee is established and operating
		Action 8: Facilitate or host 2 Friends Forums per year and participate in other community led events to support and promote FoG’s to grow the environmental community	Increase	1	Now	SEB / FoG’s	OT / \$	Two Friends Forums are hosted per year
		Action 9: Provide funding, training and materials (i.e. mulch, tools, etc.) to support FoG’s with their volunteer and advocacy efforts, including training opportunities for community leaders to achieve constructive engagement with City of Ballarat processes	New	1	6 months	SEB	OT / \$	FoG’s feel supported and better able to conduct their activities
		Action 10: Develop and adopt a process to enable and better coordinate volunteers to do works on City of Ballarat land	New	1	6 months	SEB / Ops / FoG’s	OT	FoG’s and CoB communicate efficiently and effectively with works occurring in a coordinated way

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
<b>2</b> Raise the Value of Nature	Goal 5: We all know more about the natural environment	Action 11: Develop and refresh environmental education materials and make available online	Increase	1	6 months	SEB	OT	Environmental education materials are updated and online, easily accessible to the community
		Action 12: Develop corporate training on biodiversity and Caring for Country for all City of Ballarat staff and Councillors	New	2	1 year	SEB / P&C	OT / \$	Training is adopted and part of new starter and periodic refresher training
	Goal 6: We all engage with the natural environment more	Action 13: Encourage community engagement with the environment by running 2 x Nature Stewards Programs per year, sign three schools up to Resource Smart Schools program, and promote Green Scripts among health professionals	Increase	1	1 year +	SEB / CW	OT / \$\$	Programs are running and well attended
		Action 14: Support and increase environmental education and activities into existing community programs including for school holidays, and for priority groups such as for older people, culturally diverse and young people	Increase	2	2 years +	SEB / CW	OT / \$	Programs have more environmental material and activities, reaching members of the community that are not currently or have not traditionally been involved, with increasing community awareness, knowledge and stewardship
	Goal 7: We all actively care for and feel ownership of the natural environment	Action 15: Increase internal leadership and advocacy for the natural environment by including environmental stewardship in relevant City of Ballarat strategies and projects	Increase	1	2 years +	SEB / P&C	OT	Environmental/biodiversity impacts are considered at the start of projects with SEB consulted early for advice, with outcomes reflected throughout strategies and projects
		Action 16: Increase City of Ballarat presence in the community to discourage illegal vegetation removal, rubbish dumping and water contamination, while enforcing illegal actions with the EPA and DEECA when they occur	Increase	2	2 years +	SEB / I&E	OT	Decrease in illegal and environmentally damaging behaviours
		Action 17: Work with agencies and community to foster increased participation in citizen science (i.e. iNaturalist) to increase data capture around restoration efforts and wildlife sightings and report key findings in the State of the Environment Report	Increase	2	2 years +	SEB / FoG's	OT / \$	100 per cent increase in data capture

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
<b>3</b> Targeted Gains for Biodiversity	Goal 8: We have clear guidance on where to prioritise and direct investment in rehabilitation efforts	Action 18: Develop a baseline of what environmental assets Ballarat has through an Assets and Connections Study	New	1	1 year	SEB	OT / \$\$\$	Study is completed
		Action 19: Utilise local community, CoB Officer and Traditional Owner knowledge, expertise, skills and resources to identify priority locations for ecological restoration and develop targeted Conservation Management Plans for key sites managed or owned by the City of Ballarat	Increase	2	2 years +	SEB / Ops	OT	Priority area mapping is produced and broadly agreed with Conservation Management Plans developed for priority sites
		Action 20: Use citizen science and community knowledge to identify wildlife road crossings and invest resources to trial at least two pilot crossings in the next three years to improve safety for wildlife	New	2	2 years +	SEB / I&E	OT / \$\$	Two wildlife road crossings are installed and a notable reduction in incidents is observed
		Action 21: Utilise Public Open Space contributions and grants to acquire and purchase land of strategic environmental and cultural importance	New	2	1 year	SEB / D&G	OT / SS	Strategically important land is acquired contributing to an increase in the size and connection of ecological areas
	Goal 9: Strong working relationships with authorities and land managers	Action 22: Develop Officer-to-Officer relationships with authorities (and Federation University) by collaborating on projects together, sharing office space to foster active sharing of information and resources, and participate in forums to capitalise on program partnerships and grant opportunities	Increase	2	1 year	SEB / Ops	OT / PB	Officers are readily contactable, actively collaborating and working towards shared goals
	Goal 10: Pest animals and weeds are managed in an integrated manner	Action 23: Develop an Integrated Weed Management Strategy and take targeted action on weeds, acknowledging our position at the top of three catchments	Renew	2	1-2 years	Ops / SEB	OT / \$\$	New Integrated Weed Management Strategy is being implemented
		Action 24: Develop an Integrated Pest Animal Management Strategy and work with landholders to manage and control introduced pest animals	Renew	3	1-2 years	Ops / SEB	OT / \$\$	New Integrated Pest Animal Management Strategy is being implemented
		Action 25: Investigate avenues to minimise the effect of domestic pets and human interactions on local wildlife and support local wildlife carers in their efforts	Increase	1	2 years +	SEB / FoG's / D&G	OT / \$	Reduction in wildlife in roadkill and wildlife carers statistics
	Goal 11: Waterways and wetlands are prioritised for restoration	Action 26: Support community, authorities and industry partners to monitor water quality in Ballarat's waterways and report periodically in the City of Ballarat State of the Environment Report	Increase	1	1 year +	SEB / Ops	OT / \$	Water quality is reported and improving
		Action 27: Investigate resourcing models and partnerships that provide support and incentives to landholders who have waterways and wetlands on their property or adjacent leases to protect and restore sensitive riparian zones	New	2	2 years +	SEB / Ops	OT / \$ / Grants	Increase in the amount of land fenced and being restored along waterways and wetlands on private land

Strategic Direction	Goal	Action	Status	Start Year	Timeframe	Lead	Resources	Success
<b>4</b> <b>Landscape Scale Restoration</b>	Goal 12: Wildlife can travel between Ballarat Botanic Gardens, Lake Burrumbeet and Woowookarung Regional Park via green corridors	Action 28: Support implementation of the Urban Forest Action Plan and Ballarat Open Space Strategy, including seeking opportunities to replace hard surfaces with vegetation to create habitat and support wildlife in Urban Ballarat	Increase	1	Now	D&G / I&E / SEB	OT	Increase in the amount of vegetated streetscapes in Urban Ballarat with greater variety of observed wildlife
		Action 29: Map priority wildlife corridors across urban Ballarat in City of Ballarat's digital mapping system to identify targeted land acquisitions and locations for incorporating wildlife corridors and crossings into design considerations	New	2	2 years	D&G / I&E / SEB	OT / \$\$	Mapping is utilised by CoB staff and influences day to day operation and projects withing CoB
	Goal 13: Biolinks in the municipality are protected, restored and connected to biolinks outside of the municipality	Action 30: Review the Ballarat Planning Scheme to ensure the "further strategic work" listed at Clause 21.03-3 is up to date and that the ESO, SLO, VPO and RCZ mapping and schedules are current to ensure that areas of ecological significance, river corridors and water catchments (including potable water catchment areas) are accurately covered and suitably protected.	New	3	2-3 years	DF / SEB	OT / \$\$\$	Further strategic work identified at Clause 21.03-3 is commenced, including a Planning Scheme Amendment if deemed appropriate
		Action 31: Investigate options to partner with authorities, Federation University, Traditional Owners and neighbouring Councils to map and restore priority landscape level biolinks, and advocate for State and Federal Government support through legislative change and funding	New	4	2-3 years	CoB / DEECA / Hepburn / Golden Plains / Moorabool / Parks Victoria / CHW	OT / \$\$\$	Integrated landscape restoration approach is developed to direct efforts and funding

TO's = Traditional Owners

FoG's = Friends of Groups

SEB = Sustainable Environment Ballarat

I&E - Infrastructure and Environment

OT = Officer Time, as part of FTE's role

PB = Project Budget, incorporated in the cost of the project

FTE = Full-time Employee, Band 5, 6 or 7

SS = Site Specific, which includes Public Open Space monetary and land contributions, Grants, and \$-\$\$\$

Ops = Operations

D&G = Development and Growth

DF = Development Facilitation

CW = Community Wellbeing

P&C = People and Culture

Grants = Grant applications, which includes co-contributions \$-\$\$\$

\$ = <\$30k

\$\$ = \$30k - \$100k

\$\$\$ = >\$100k

## Monitoring, reporting and evaluation

Monitoring, reporting and evaluation of the Ballarat Biodiversity Strategy over time will help us build knowledge about the City of Ballarat's environment, remain accountable to our commitments, and assess our progress towards meeting our Vision. The City of Ballarat's approach for evaluating the success of this Strategy is outlined below:

### Monitoring:

Where possible, progress towards meeting objectives and completing actions will be measured in a quantitative manner. The City of Ballarat is working to determine baseline data related to the natural environment, either directly by compiling its own records or indirectly from sourcing external data. This is the first step in facilitating quantitative monitoring of progress implementation. Additionally, it is intended that quantitative measurements and environmental indicators will be explored and determined in the development of more specific plans proposed in this Strategy. Progress towards meeting objectives and completing actions will also be assessed in a qualitative manner, mostly through internal and external reviews and assessments.

### Evaluation:

#### ***How well is the City of Ballarat demonstrating leadership in environmental stewardship?***

Evaluation will be through an internal assessment process, and possibly through an annual survey.

#### ***How well is the City of Ballarat and the community working together towards our shared Vision?***

Evaluation will be through discussions with community networks or asking for feedback from the community, and possibly through an annual survey.

#### ***How well is the City of Ballarat and agencies collaborating to progress environmental outcomes?***

Evaluation will be through discussions with relevant staff in key stakeholder agencies (Department of Energy, Environment and Climate Action, Parks Victoria, Corangamite Catchment Management Authority and Central Highlands Water as a minimum).

#### ***How well is the City of Ballarat partnering with Traditional Owners to support their vision and aspirations for Healing Country?***

Evaluation will be through an internal assessment process and asking Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation.



Summer afternoon in Ballarat

### Reporting:

The findings from the monitoring and evaluation, including a summary of actions completed/progressed, and an analysis of findings (for example why or why not a particular approach succeeded or failed in delivering the intended result) will be reported to Council on an annual basis, and be made publicly available. This annual report will also note any changes to the broader legislative and policy context governing the implementation of the Strategy.

### Improvement:

Recommendations for amending any aspects of the Strategy to maintain its currency and relevance and to improve its effectiveness in delivering environmental outcomes will be identified and included in the annual report to Council and implemented as soon as practical.



Mullawallah Wetlands in full inundation

## Background Documents

Several state, regional and local level reports have helped inform the current state of biodiversity within Ballarat and the surrounding region, with sound recommendations to address biodiversity loss. The following reports have been reviewed in preparation for writing this Strategy, although there are many more:

- Protecting Victoria's Environment – Biodiversity 2037
- Paleert Tjaara Dja – Wadawurrung Country Plan 2020 – 2030
- Dhelkunya Dja – Dja Dja Wurrung Country Plan 2014 – 2034
- Ballarat Biodiversity Action Plan 2016
- Threatened species action plan 2022 - 2032
- Grampians Region Climate Adaptation Strategy
- State of the Forests 2018
- State of the Environment Biodiversity Update 2021
- Conservation Action Plan for the VVP
- Living Corridors Action Plan 2020
- Comprehensive Koala Plan of Management
- Ballarat East Local Area Plan
- Woowookarung Regional Park: Strategic Directions Plan September 2018
- Corangamite Regional Catchment Strategy
- Glenelg Hopkins Regional Catchment Strategy
- North Central Regional Catchment Strategy

More detailed information is available in the supporting document – *Background Documents*.

## Acknowledgements

The City of Ballarat would like to acknowledge and thank all the community members who gave up their time to contribute to workshops, surveys, meetings and conversations that have led to this document. Your tireless efforts and incredible passion are immensely appreciated, and we hope to continue building a constructive relationship for the benefit of the environment.

## Glossary

**Cultural fire practices** – A traditional Aboriginal land management practice that has been used for more than 60,000 years to reduce fire hazards, encourage new growth of culturally-significant species, and protect native wildlife already living on Country. It generates far less heat than standard hazard reduction burning, and is carried out more frequently during certain times of the seasonal calendar.

**Sustainable Development Goals** – 17 Goals adopted by all United Nations Member States in 2015 that provides a shared blueprint for peace and prosperity for people and the planet, now and into the future

**NRM** – Natural Resource Management

**Woowookarung** – A Wadawurrung term meaning 'place of plenty'

**Ballarat or Ballaarat** – A Wadawurrung term meaning 'resting place'

**Central Victorian Uplands** – Less fertile hills of ancient volcanics and sedimentary deposits supporting Grassy Dry Forest and Heathy Dry Forest ecosystems

**Victorian Volcanic Plains** – Fertile newer volcanic deposits forming an extensive flat to undulating basaltic plain with stony rises, numerous volcanic cones and old eruption points dotted with shallow lakes, supporting Plains Grassy Woodland and Plains Grassland ecosystems

**Bioregions** – A landscape-scale approach to classifying the environment using a range of attributes such as climate, geomorphology, geology, soils and vegetation. There are 28 bioregions identified within Victoria

**Ecological Vegetation Classes (EVC's)** – Standard units for classifying vegetation types in Victoria, described through a combination of floristics, lifeforms and ecological characteristics



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June 2024

## 8.2. CONTINUOUS VOICES MEMORIAL FINAL DESIGN

**Division:** Economy and Experience  
**Director:** Martin Darcy  
**Author/Position:** Anindita Banerjee – Public Art Officer

### PURPOSE

1. To seek Council endorsement of the recommended design for the Continuous Voices Memorial.

### BACKGROUND

2. The Continuous Voices project seeks to create a memorial to acknowledge the truth, trauma, and ongoing legacy of victims of sexual abuse across the local region and the whole of Australia. The project acknowledges the courage of those who have stood for change and provides hope for these continuous voices to be heard. The work of this project will create a public space in Ballarat to reflect and will be situated in Victoria Park, Ballarat, near the lake adjacent to Plane Avenue.
3. City of Ballarat has taken a facilitation/support role throughout this process, to assist the Community Reference Group of survivors to develop this outcome. The process has involved the following steps, over a number of years:
  - 2018 – The idea of a Ballarat Memorial takes hold following the Royal Commission.
  - 2019 – The Community Reference group was formed, and project methodology was adopted.
  - 2020 – Creative research commenced with trauma-informed practitioners and the survivor community.
  - 2021 – Following deep consultation and investigation, a site for the memorial was selected.
  - 2022 – The Victorian Government offered \$500,000 towards the build of the memorial.
  - 2023 – The design competition for the memorial was launched.
4. The Victorian Government has provided a \$500,000 funding contribution to support this memorial. The City of Ballarat's contribution is \$500,000, bringing the project build value to \$1,000,000. City of Ballarat continues to advocate to the Federal Government for a further contribution of \$500,000 to the project, which would facilitate completion of the boardwalk, car park works, and significant landscaping works required for the site.
5. City of Ballarat has overseen a national two stage design competition for this memorial over recent months as follows:
  - The design competition was launched on 3 November 2023, with a total of 25 expressions of interest from all over Australia.
  - An expert panel consisting of industry experts and sexual abuse survivors met on 1 March 2024 and decided on three shortlisted proposals.
  - The three shortlisted designers then met with the Reference Group and the Traditional Owners on 20 March 2024 and subsequently further developed their concepts for a final submission.

- On 3 May 2024, the three shortlisted designers presented their final designs to an expert panel.

## KEY MATTERS

6. At their meeting on 3 May 2024, the expert panel unanimously recommended AMASS Architects Design called *Connected Voices*. This design was presented to the Community Reference Group on the 5<sup>th</sup> of June 2024. The reference group was highly receptive to the design. They felt their perspectives and feedback had been carefully considered and incorporated. In fact, some members of the reference group were visibly moved, in a display of acceptance and awe regarding the recommended design solution.
7. *Connected Voices* re-imagines memorials as both commemorative and dynamic, blending permanence with the evolving nature of experience and engagement. The architectural permanence is juxtaposed with the belief that expressions, contributions, and engagements should remain ever-changing, reflecting the continuous healing journey of victims and survivors.
8. Following the endorsement of this design by Council, work will commence to take the design to tender for the build stage (with anticipated completion in mid-2026).

*This report and attachments may contain themes and information that people, particularly those with lived experience of sexual abuse, may find confronting and distressing.*

*If support is required at any time, please contact:*

- In an emergency call Triple Zero (000)
- Lifeline - visit [www.lifeline.org.au](http://www.lifeline.org.au) or call 13 11 14
- Beyond Blue - visit [www.beyondblue.org.au](http://www.beyondblue.org.au) or call 1300 224 636
- Mensline - visit <https://mensline.org.au> or call 1300 789 978
- Suicide Call Back Service - visit [www.suicidecallbackservice.org.au](http://www.suicidecallbackservice.org.au) or call 1300 659 467
- 1800 RESPECT - visit [www.1800respect.org.au](http://www.1800respect.org.au) or call 1800 737 732

## OFFICER RECOMMENDATION

### 9. That Council:

- 9.1 **Endorses the design for the Continuous Voices memorial by AMASS Architects, as recommended by the Expert Panel.**

## ATTACHMENTS

1. Governance Review [8.2.1 - 2 pages]
2. AMASS Architects - Final Design - A4 [8.2.2 - 4 pages]

## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This projects aligns with the following Council Plan objectives:
  - A healthy connected and inclusive community
  - A Council that provides leadership and advocates for its community

**COMMUNITY IMPACT**

2. This project was initiated by the community and will have a long-lasting impact on the survivor community, their supporters, well-wishers and their extended communities.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. This project will include significant analysis of natural landscapes (through a Cultural Heritage Management Plan) to retain native and endemic species. Landscaping works will be sensitive to water and other environmental concerns.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. During the build phase, this project aims to use local supplier, fabricators, and contractors as much as possible.
5. The Memorial will become part of the City's public art collection and hence subject to ongoing maintenance via that program.

**FINANCIAL IMPLICATIONS**

6. The Memorial design and build will be funded via a Council budget allocation of \$520,000 and a Victorian Government allocation of \$500,000. City of Ballarat will continue to advocate for a Federal Government contribution of \$500,000 to enhance the project.

**LEGAL AND RISK CONSIDERATIONS**

7. This project will ensure all safety regulations and risk mitigation requirements are met for a public sculpture/memorial.
8. Additionally, due to the sensitivity of the topic, there are content warnings provided at all stages of the project and specialist counselling support available to survivors who attend forums arranged by City of Ballarat

**HUMAN RIGHTS CONSIDERATIONS**

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

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OFFICIAL

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**COMMUNITY CONSULTATION AND ENGAGEMENT**

10. The project is community led. A series of creative research projects was run directly with the survivor groups to inform the development of this project.
11. During the subsequent design competition, the three shortlisted designers met with the Community Reference Group and the Traditional Owners, which in turn informed their concepts.

**GENDER EQUALITY ACT 2020**

12. There are no gender equality implications identified for the subject of this report.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

13. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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OFFICIAL



STAGE 02 - PANEL 01 - REGISTRATION NUMBER: 151201

AM/SS



VIEW LOOKING WEST ACROSS THE LAKE

Each stand symbolizes an individual's healing journey, while the collective strands embody the power of people coming together by forming a self-supporting canopy that signifies strength and protection. This canopy provides a safe space for healing and reflection and serves as a canvas for individual and collective expression.

**INTRODUCTION**

Connected Voices re-imagines memorials as both commemorative and dynamic, blending permanence with the evolving nature of experience and engagement. The architectural permanence is juxtaposed with the belief that expressions, contributions, and engagements should remain ever-changing, reflecting the continuous healing journey of Victims and Survivors.

For survivors, the memorial acts as a conduit for healing and a gathering place to share voices and be heard. It serves as a platform for acknowledging trauma, embodying healing, and radiating hope. Encouraging discussion and interpretation through permanent etched messages as a central art piece, the memorial invites visitors to contribute informally by tying a ribbon to the strands.

For the public, the memorial offers an educational journey, providing insight into the scale and importance of the issue by listening to the voices of survivors. Encouraging a shared journey, the layers of contributions aim to evoke a sense of obligation and responsibility to prevent future occurrences. Connected Voices transcends the static nature of memorials, becoming a living testament to resilience, unity, and the continual pursuit of healing and understanding.



**A HEALING JOURNEY**

Each survivor and victims healing journey is represented in the memorial by individual brass strands. As these strands emerge from the land and the water they converge together creating a protective self-supporting canopy - A safe space.

At the centre is a collection of permanent contributions from survivors, victims and their families. This marks the establishment of the memorial as a pivotal moment in time but recognizes that these journeys are on-going.



**THE SEEN AND UNSEEN**

Revealing what is hidden has been a vital part of the healing process. By using the water to reflect the individual journeys this memorial aims to encourage and remind us that we must continue to make what is unseen seen and unheard heard. By offering a safe, protective, transparent, and supportive environment to do so.



**A CANVAS FOR CONTRIBUTIONS**

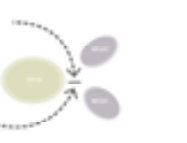
Survivors, victims and secondary survivors all deal with their trauma in different ways. Our proposal is to offer the memorial as a canvas for contributions, both permanent in the form of an artwork made from the words of survivors and impermanent by leaving objects behind, such as a ribbon or a message as shared by *Lucy Farrow in Britain*. By doing so the memorial will fulfil its purpose as an archive of the past, a reflection of the present, and a promise to the future.



**ENGAGEMENT AND COLLABORATION**

In the spirit of the work started by Creative Ballarat, we have developed a framework within the memorial architecture that will enable meaningful contribution to be integrated within its permanent fabric.

We understand that each survivor's journey is different and this will be captured through individual word contributions that make up a central word artwork this artwork explores the dualities of dealing with trauma, the light and the darkness.



**THE MEMORIAL AS A CIVIC SPACE**

In addition to its function as a memorial, it is a place for gathering and shared experience. It is a healing journey for the public and a place for healing for those affected. Along the journey we propose spaces for informal group learning, individual experience and spaces for private reflection.



SITE PLAN 1:500  
 1. PROJECT GROUNDING AND WAYFINDING 2. NEW RAISED BOARDWALK CONNECTION TO EXISTING PATHWAYS 3. SWALES RUNNING ADJACENT TO NEW PATHWAYS 4. REFLECTION SPACE - VIEW OUT TO LAKE THE LAKES 5. ALL EXISTING TREES PRESERVED  
 6. FUTURE RAISED BOARDWALK EXTENSION 7. PATHWAY AND WATER CONNECTION 8. FUTURE BIKE CONNECTION 9. EXISTING PARKING TO BE RETAINED 10. EXISTING PARKING LOT REMOVED 11. INFORMAL NATURAL PLAYSPACE  
 12. GATHERING SPACE WITH VIEW TO MEMORIAL AND ROCK SEATING 13. MEMORIAL CENTRAL GATHERING SPACE 14. EXISTING WATER CONNECTION - WITH FUTURE NATURE WALK BETWEEN LAKES



STAGE 02 - PANEL 02 - REGISTRATION NUMBER: 151201

AM/SS



VIEW LOOKING EAST ACROSS THE LAKE FROM BOARDWALK



**SITE SELECTION**

The site for the memorial was chosen to connect land and water. It explores the idea of reflection as both an act and as an object. It was important for us to engage with the water as a key characteristic of the site and to embed it as part of the memorial story. There is a change in level of approximately 1m across the site which will be used to direct and retain water in areas of the landscaping.



**ACCESS AND CONNECTION**

The primary site access via car and foot is from the existing carpark off Plane Avenue. Access is proposed to lie into the future bike and walking paths along Plane Avenue as well as the future boardwalk around the lake that forms part of the wider masterplan. Located in a flood zone, the gathering space of the memorial and circulation is to be on a raised boardwalk that sits above the existing ground and flood levels and extends out over the lake.



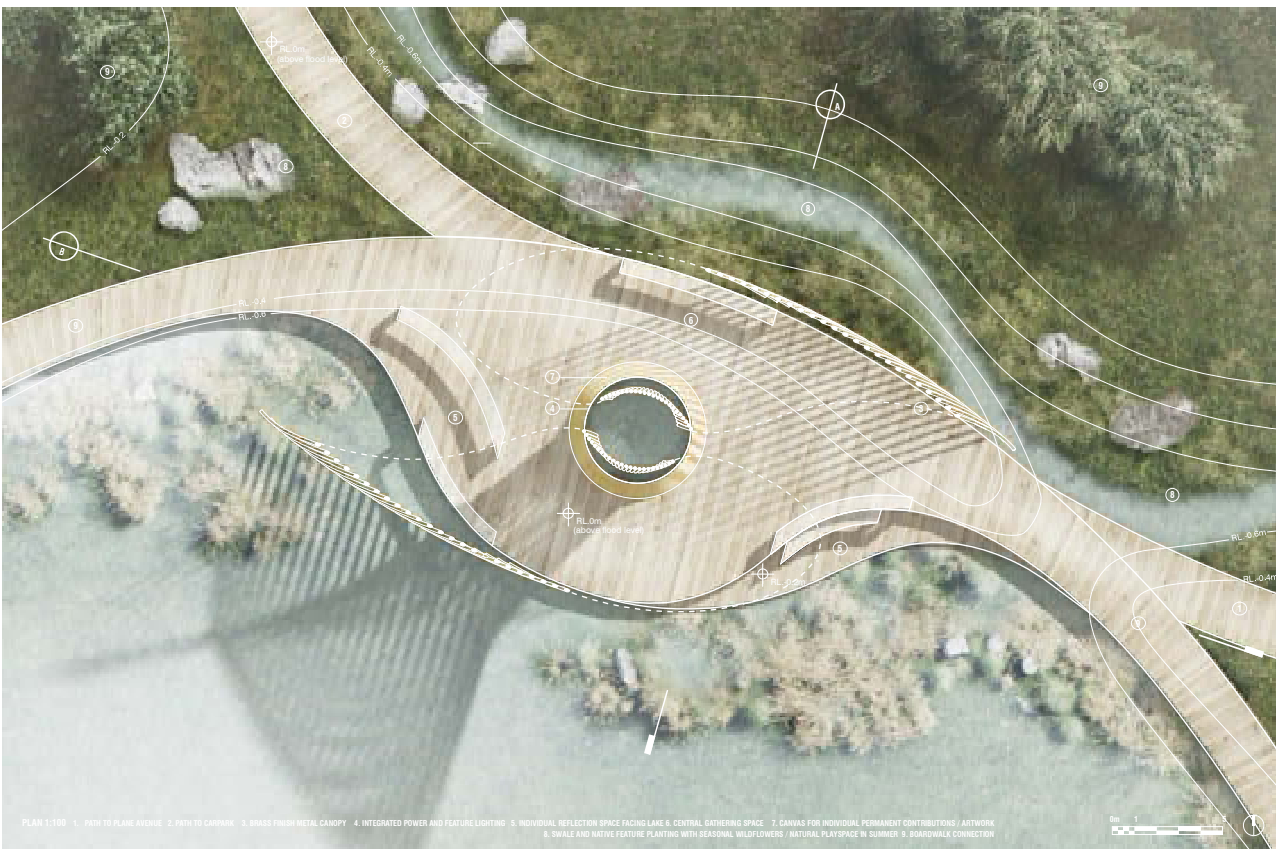
**A CIVIC SPACE - GATHER, REFLECT, LEARN**

The memorial is imagined not as a monument but as a civic space. It provides space for people to gather and be heard but also to sit and reflect. The central gathering space is defined by double sided seating that faces both inwards for group gatherings and outwards to the lake for private reflection.



**A SAFE SPACE AND A CANVAS FOR CONTRIBUTION**

The experience of form is one of protection, strength and transparency. The curved form offers a sense of enclosure while also maintaining a visual connection with the surrounding landscape. The scale and height of the memorial is such that it has an impactful presence from a distance but also responds to the human scale. The shadows and reflections of the strands of the water that are seen at certain times of day represent those journeys unseen.



PLAN 1:100 1. PATH TO PLANE AVENUE 2. PATH TO CARPARK 3. BRASS FINISH METAL CANOPY 4. INTEGRATED POWER AND FEATURE LIGHTING 5. INDIVIDUAL REFLECTION SPACE FACING LAKE 6. CENTRAL GATHERING SPACE 7. CANVAS FOR INDIVIDUAL PERMANENT CONTRIBUTIONS / ARTWORK 8. SWALE AND NATIVE FEATURE PLANTING WITH SEASONAL WILDFLOWERS / NATURAL PLAYSPACE IN SUMMER 9. BOARDWALK CONNECTION



STAGE 02 - PANEL 03 - REGISTRATION NUMBER: 151201

AM/SS



INFORMAL SEATING AND GATHERING SPACES ARE PROVIDED ON THE APPROACH TO THE MEMORIAL TO PROVIDE A CONNECTION WITH COUNTRY

**LANDSCAPE AND PLANTING**

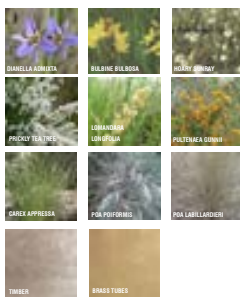
The idea of healing and regeneration is central to the landscape design. Our proposal responds to the peculiarities of this place, its setting, and its overarching environmental conditions. It is a passive response, yet it deals actively with movement, shade and shelter, water expression and plantings of place.

Harnessing the existing water systems, surface water is redirected in a way that will regenerate the natural systems of what was prior to colonial settlement. Retaining surface water also allows for the expression of seasons and healthy Country. The slowing down of surface water provides moments of urban cooñ, ecology and shade.

Habitat creation is achieved through the introduction of boulders and vegetation that aims to regenerate the ecosystem. Larger boulders are used to form seats, tables and play spaces along the pathways. Drooping Sheoaks, planted together in groups to promote slender forms, allowing for sight lines through trunks, whilst providing shade and wind breaks to the path. From the Traditional Owner workshop it was identified that the branches of the Sheoak dancing in the wind are said to be the arms of the ancestors protecting the children that play beneath.

**MATERIALITY**

A natural, robust, raw and restrained material palette has been selected. Brushed brass mesh tube is proposed for the stands due to its enduring, hard wearing nature and ability to patina with time.

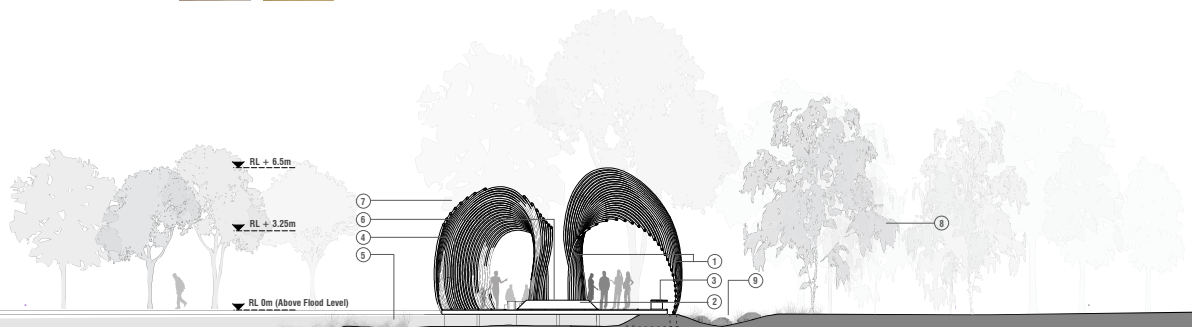


**EMBRACING CHANGE - LANDSCAPE**

Both the Architecture and the Landscape surrounding the memorial have been designed to embrace seasonal change and de-colonise the landscape through endemic plant species, habitat creation and water treatment. The seasonal inundation of the site is used to restore and regenerate the surrounding landscape area where the memorial and occupant can safely ground themselves.

**EMBRACING CHANGE - MATERIALITY**

The stands will be allowed to patina slowly with time. Each individual stand will transform in its own time reflecting the individuality of the survivors healing journeys. The patina process will be controlled through the use of a sealer coating to some areas so it will remain bright and legible.



SECTION A 1:100 - 1. CANVAS FOR RIBBONS AND INFORMAL CONTRIBUTIONS 2. PERMANENT WORD CONTRIBUTIONS AS AN ARTWORK 3. TIMBER SEATING 4. RAISED TIMBER BOARDWALK (ABOVE FLOOD LEVEL) 5. EXISTING WETLAND PLANTING 6. FEATURE UPLIGHTING AND POWER UNDER CANOPY 7. ALL EXISTING TREES RETAINED 8. NEW GROVE OF DROOPING SHEOAK 9. PLANTED SWALE



VIEW THROUGH MEMORIAL LOOKING EAST



STAGE 02 - PANEL 04 - REGISTRATION NUMBER: 151201

AM/SS



APPROACH FROM CARPARK SHOWING CENTRAL GATHERING SPACE AND ELEVATED BOARDWALK

"Even though we need rest and peace, we also seek amplification, and loudness. Only by shouting loudly though they have been heard... We have fought hard to be heard, and valued" - Continuous Voices Reference Group

**BEING HEARD THROUGH CONTRIBUTIONS**

Through research and consultation it is understood that form and symbolism alone will not provide the amplification of these voices. While the built form of "Connected Voices" visually demands attention and is embedded with symbolism, it was also designed to incorporate representations of these voices to enable the amplification. These are represented through word contributions.

It is clear from the Creative Ballarat workshops that survivors engage, share and heal in their own way. By way of example, the following diagrams propose a process for how the voices of those affected may be incorporated into the memorial canvas allowing them to be heard and amplified.

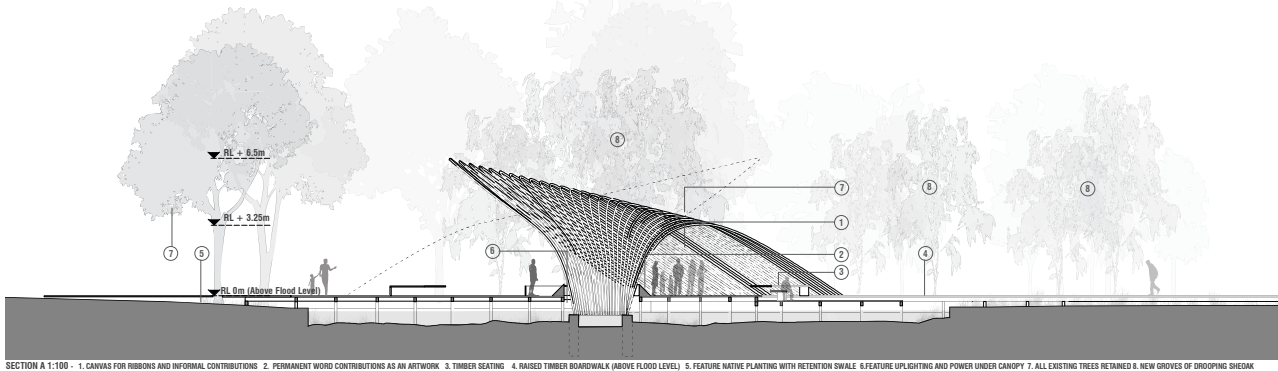
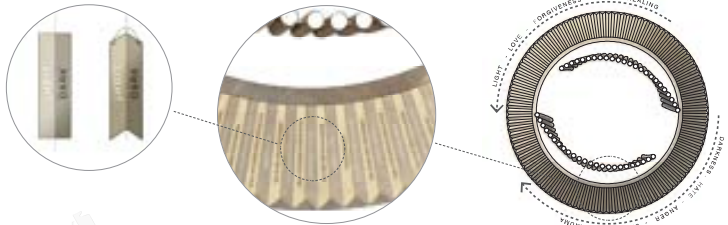
**COLLECTIVE CONTRIBUTION**

Creative Ballarat has given strength to many survivors through the power of artistic expression. In the spirit of this achievement, we propose to continue this process through a collaboration between the artists and survivors.

The common dualities of the survivors experience became clearer through the Stage 01 consultation. The light and the dark, the love and the hate, the hope and the fear. We have developed the experience of the central artwork to embody this duality. The content is to be from survivors own words to be collected from the past art projects and through a series of survivor workshops.

The messages from survivors will be curated so that on one side of each pleat is a message of hope, love, forgiveness while on the other side is one of darkness, sadness or trauma. As you move around the centre of the memorial in one direction you experience the light messages and if you turn and move in the opposite direction you experience the darkness. Face on you experience the duality with one fading into the other.

This central collective experience marks a moment in time for survivors on their personal healing journey. It seeks to communicate and educate the complexity and impact of the trauma to the public.



SECTION A 1:100 - 1. CANVAS FOR RIBBONS AND INFORMAL CONTRIBUTIONS 2. PERMANENT WORD CONTRIBUTIONS AS AN ARTWORK 3. TIMBER SEATING 4. RAISED TIMBER BOARDWALK (ABOVE FLOOD LEVEL) 5. FEATURE NATIVE PLANTING WITH RETENTION SWALE 6. FEATURE UPLIGHTING AND POWER UNDER CANOPY 7. ALL EXISTING TREES RETAINED 8. NEW GROVES OF DROPPING SHEGOM



CENTRAL ARTWORK - COLLECTIVE CONTRIBUTIONS



REFLECTION SPACE WITH VIEWS OUT TO THE LAKE



### 8.3. ART GALLERY OF BALLARAT YEAR IN REVIEW 2022/23

**Division:** Economy and Experience  
**Director:** Martin Darcy  
**Author/Position:** Louise Tegart – Director, Art Gallery of Ballarat

#### PURPOSE

1. The Art Gallery of Ballarat Board is required to provide Council with an annual report on the activities of the previous year covering:
  - Reporting on the number of visitors to the Gallery;
  - Engagement, including public programs and education visitation;
  - Acquisition and lending of the artworks; and
  - Reporting on donated funds.
2. The Art Gallery of Ballarat Year in Review 2022-2023 reports on the activities of that financial year and responds to the key priorities identified in the Art Gallery of Ballarat Strategic Plan 2019-2022.

#### BACKGROUND

3. As a major asset of the City of Ballarat, the Art Gallery of Ballarat's FY22/23 Year in Review is an opportunity to share the impact that the Gallery had in the community and the value it created in the period.
4. The Art Gallery of Ballarat is the oldest and largest regional gallery in Australia and plays an active role in the everyday life of our community. The Gallery is also a major tourist destination that drives visitation to the city and region and contributes to the city's economy. It is vital that this impact is shared with key stakeholders.
5. In line with the Art Gallery of Ballarat's 2019-2022 Strategic Plan, the FY22/23 Year in Review outlines key activities and impacts across a range of core functions, including reach, exhibitions, engagement, learning, collection, acquisitions, people and development.

#### KEY MATTERS

6. In FY22/23, the Art Gallery of Ballarat saw a return to pre-COVID conditions for exhibitions and public programming, which resulted in a 33% increase in visitation to 113,743 people during the period. There was also an increase in first time visitors, from 36% to 48%.
7. The Gallery presented 29 temporary exhibitions, featuring over 300 artists. The Gallery undertook 4 significant permanent collection rehangs throughout the period.
8. The exhibition program was supported by 437 guided tours and 126 public programs and workshops. 13,437 children and young people were engaged through our education program.
9. 208 works were acquired for the Gallery collection, increasing the total number of works in the collection to 11,284, with a total value of more than \$130 million.

10. The Gallery generated \$3,597,376 through donations, cultural gifts, and grants throughout the year.

### **OFFICER RECOMMENDATION**

#### **11. That Council:**

##### **11.1 Note the Art Gallery of Ballarat Year in Review 2022-2023.**

### **ATTACHMENTS**

1. Governance Review [8.3.1 - 2 pages]
2. Year in review 2022-23 [8.3.2 - 96 pages]

## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. Council Plan- An environmentally sustainable future, A healthy, connected and inclusive community, A city that fosters sustainable growth, A city that conserves and enhances our natural and built assets, A strong and innovative economy and city, A council that provides leadership and advocates for its community
2. Community Vision 2031
3. Ballarat Prosperity Framework
4. Art Gallery of Ballarat Strategic Plan 2019-2022
5. Creative City Strategy
6. Creative Precinct Masterplan
7. Events Strategy
8. Traveller Experience Plan
9. Visitor Economy Strategy
10. Health and Wellbeing Plan 2021-2031
11. Financial Plan
12. Workforce Plan
13. Asset Plan

**COMMUNITY IMPACT**

14. A vibrant and effectively funded and managed Art Gallery is fundamentally important to every community and even more so to a city the size of Ballarat. The Council holds some responsibility for the arts and cultural prosperity for the local community and as the capital of Western Victoria, a significant regional population looks to the city as a leader in this sector. Therefore, it is important that the greatest outcome can be achieved from the available funding and resources.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

15. Nil

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

16. Activities are acquitted against the annual business plan.

**FINANCIAL IMPLICATIONS**

17. Nil

**LEGAL AND RISK CONSIDERATIONS**

18. Nil

**HUMAN RIGHTS CONSIDERATIONS**

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

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OFFICIAL

OFFICIAL

**COMMUNITY CONSULTATION AND ENGAGEMENT**

20. n/a

**GENDER EQUALITY ACT 2020**

21. There are no gender equality implications identified for the subject of this report.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

22. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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OFFICIAL





**ART GALLERY  
OF BALLARAT**

**YEAR  
IN  
REVIEW**  
2022/23

# ART GALLERY OF BAL



**BY  
LARAT**

# ACKNOWLEDGEMENT OF COUNTRY

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The Art Gallery of Ballarat acknowledges the Traditional Custodians of the land on which the Gallery stands, the Wadawurrung people of the Kulin nation, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders, past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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OUR MISSION  
OUR VISION  
OUR VALUES

**10** OUR KEY  
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LYNNE MCLENNAN, CHAIR

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LOUISE TEGART, DIRECTOR

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**22** EXHIBITIONS

**34** ENGAGEMENT

**42** LEARNING

**50** COLLECTION

**70** DEVELOPMENT

**76** PEOPLE

Image: Barry Gilson. Photo by Tara C Moore

## **YEAR AT A GLANCE**

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‘

**Punches above its weight. It may be a regional gallery, but it is fantastic! The building itself is lovely, the art collections are great, but the curation is really the standout. Clever themes for exhibitions give a real variety to what you experience. A real highlight of my trip to Ballarat.’**

Gallery visitor

113,743

Gallery visitors

↗ 33% (FY 21/22)

126

Public programs

13,437

Education visits

9674

Program participants

109,000+

Website visitors

↗ 160% (FY 21/22)

\$3.6M

Value of donations and funds raised

29

Exhibitions

\$19.5M

Economic impact

208

Works acquired

3

Awards



YEAR OF RENEWAL | 6



## OUR PURPOSE

To be the heart of our creative city. A place for Ballarat to look beyond everyday life; to be inspired and engaged by art.

By 'inspired', we mean:

- Exposed to new perspectives and narratives
- Moved from innovative personal responses to larger themes of place and identity
- Supported and validated by exposure to familiar and shared experiences, elevated through artistic expression

By 'engaged', we mean:

- Connected to shared cultural identity, and enriched as a result
- Actively contributing to the events and activities of the Gallery
- Advocating the value of the arts, personally and in the community

## OUR MISSION

To reflect the story of Ballarat; past, present and future. To champion audience experience and the accessibility of art.

By 'audience experience', we mean:

- The intersection of the physical environment, the programmed content and the Gallery identity expressed through interaction with visitors
- The interaction with potential visitors outside the bounds of the physical Gallery
- The contribution of the Gallery's activities to the collective cultural identity of Ballarat

By 'accessibility', we mean:

- Literal physical access for those with additional physical needs or living with disability
- Access through decoding semiotic and contextual cues and content of historical work
- Access through the representation of diverse cultural and linguistic identities and lived experiences
- Access by removing perceived barriers to engaging with 'high art', or a Gallery context



YEAR IN REVIEW | 8

## OUR VISION

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### To be Australia’s leading regional Gallery.

By ‘leading’ we mean:

- Engaged with accepted best practice (programming, curation, acquisition, storage, etc.)
- Respected and highly regarded by peers, government and funders
- Accessible and relevant to our audience

By ‘regional’ we mean:

- Reflecting Ballarat and surrounding areas-stories, people, culture, place
- Bringing the best of the world to Ballarat
- A key player in cultural tourism
- Embedded in, and embraced by, the local community

## OUR VALUES

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### Bold

We stand boldly and live by our mission, vision and purpose. We are courageous and compassionate.

### Proud

We are well respected with a strong history in the community. We are professional, ethical and strive for excellence.

### Vibrant

Our programming is dynamic. We participate in the community and engage with artists.

### Thriving

We grow and adapt to the needs of our audience. We are creative, agile and innovative.

### Curious

We are curious, involving new audiences from different cultures and backgrounds.

# OUR KEY PRIORITIES

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YEAR IN REVIEW | 10

## PRIORITY 1

### Build audiences and improve access

Build audiences through a combination of data-driven, relevant programming that connects to the community, its past and present.

Capture substantive audience insights, deliver a program and gallery that is an expression of Ballarat's unique identity, inviting greater engagement and access to the arts for the changing Ballarat community.

The Gallery will share its collection stories across all media, encouraging our community to question and to be inspired.

## PRIORITY 2

### Deepen relationships and partnerships

Service and strengthen the communities that make up the core Gallery audience.

Deepen the relationships within these communities to gain engagement and insights.

Form meaningful partnerships with members, donors, community leaders, educators, innovators, policy makers and funders.

Increase our value to our audiences and foster allegiance that will support the Gallery's sustainability through a variety of means including attendance, advocacy, and earned and contributed revenue.

## PRIORITY 3

### Prepare the Gallery for the future

Consolidate the infrastructure and operations of the Gallery to prepare for sustainable future growth.

Set the groundwork today that will help the Gallery grow in the future, with the intent that within ten years we will be known internationally among the most audience focused, community immersed galleries in the world. Our innovative program and approach to our Collection will be lauded and imitated.

# INTRODUCTION

FROM  
THE  
CHAIR



Over the past 12 months the Art Gallery of Ballarat has further consolidated its reputation for artistic and scholarly excellence and commitment to audiences. The Board focussed on important transitions in the legal structure of the Gallery and its governance framework.

The Board continued to deepen its understanding of the Gallery's operations and initiatives, a process that culminated with the commencement of planning for the Gallery's next strategic plan. The Board also took part in the Observership Program and benefitted from the experience and contributions of Board Observer Daniel Bese from Visit Victoria.

Despite COVID closures the Gallery team achieved over 90% of the 2019–2022 Strategic Plan actions

which is an incredible achievement. In the coming year the Board will increase its focus on development and advocacy activities to support operations and prioritise the completion and implementation of the new 2023-2028 Strategic Plan.

The Board is committed to enabling the Gallery to achieve its goals through fundraising and strategic initiatives. I thank all the members of the Board for their contribution and time. On behalf of the Board of the Gallery, I would like to thank and congratulate the Director Louise Tegart and the staff for another outstanding year, and for their dedication to the Gallery.

Lynne McLennan  
Chair

# OUR YEAR IN REVIEW

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FROM  
THE  
DIRECTOR





We are delighted that audiences have been flocking back to the Gallery post COVID. The Gallery saw a 33% increase in visitation during the 2022-2023 period. Overall, it was a hugely successful year that saw increased engagement with local artists and the broader community.

The scope of the work we do at the Gallery is a testament to our expert dedicated staff and the many partners, sponsors, donors and committed community members and volunteers who enable our work. I would like to thank them all.

We delivered 29 exhibitions, featuring over 300 artists, and 120 public programs and events. Additionally, the Gallery delivered numerous professional development and research programs and activities to help foster the cultural knowledge and understanding of Ballarat's (and Australia's) unique and diverse artistic history and contemporary identity. Exhibition highlights included the award-winning *Beating about the Bush* for which we acquired new works by Australian Impressionist women artists as well as contemporary photographers. *Light + Shade* showcased exquisite works by Max Meldrum and his students from the Collection including new acquisitions by Alma Figuerola, AD Colquhoun and a rare painting of Ballarat Botanical Gardens by Meldrum.

Many important acquisitions were made for the Collection by way of purchases, donations and gifts made under the Australian Government's Cultural Gifts Program. We gratefully thank our many generous donors.

We are delighted that a large number of new Members joined the Gallery Association during the year, including many people new to Ballarat. I thank the dedicated members of the Association Committee for their amazing work during the year.

We launched a new website in 2023 designed by ED Studio. The site has won several awards including Honouree – Websites and Mobile Sites Cultural Institutions 2023 and Best awards – 2023 Silver – Large scale website.

The Gallery is seeking funding to commence a Master planning process to identify all existing needs and future requirements for the 134-year-old facility in order to deliver comprehensive upgrades. The Gallery was awarded funding through the Victorian Government's Regional Collections Access program to upgrade historic skylights with LED panels. The Gallery continued work on a capital upgrade from the City of Ballarat for a new lighting system.

I would like to thank City of Ballarat, Art Gallery of Ballarat Board, Gallery Association and Gallery Foundation for their ongoing support of the Gallery. Our trajectory was set in motion by a dynamic and transformative 2019–2022 Strategic Plan which sought to transition the Gallery into a 21st century gallery – one that is audience-focused and firmly embedded in the local creative economy.

Underlying this Strategy were our Vision, Mission, Purpose, and Values, which were conceived as part of the Strategy's development. They have held true and continue to guide and ground our work and remain as relevant as ever. We have championed the Gallery's original motto 'Not for self but for all' to place audiences at the heart of everything we do. We have continued to showcase the Collection in bold ways through groundbreaking exhibitions that comprise original research and highlight our unique ability to be a place where old meets new.

Louise Tegart  
Director





The Art Gallery of Ballarat saw a return to pre-COVID conditions for exhibition and public programming, which resulted in a 33% increase in visitation to 113,743 people during the period.

The Art Gallery of Ballarat delivered two coordinated marketing campaigns to support the major exhibitions, *Beating About the Bush: A New Lens on Australian Impressionism* and *The Pre-Raphaelites: Drawings and Watercolours from the Ashmolean Museum*. We were delighted that more than 30,000 people attended *Beating About the Bush* which was primarily drawn from the Gallery Collection and presented over the summer months.

The Gallery again worked with Morris Hargreaves McIntyre to undertake audience research between December 2022 and February 2023. The survey identified a significant increase in first-time visitors, from 36% to 48%. Post-code data from ticket sales for the Pre-Raphaelites exhibition which opened in May 2023 indicated that 70% of ticket buyers had travelled from Melbourne, the primary target of the exhibition marketing campaign.

The survey also indicated that the efforts to diversify audiences was having an impact, with a significant 21% rise in visitors under 45, a 14% rise in CALD audiences, and a 9% rise in people with lived experience of disability.



## REACH

113,734

Visitors

↗ 33%

65%

Local

30%

Metro

\$19.5M

Economic impact

5%

Interstate

\$2.9M

Earned media value



## WEBSITE STATS

656,000

Website page views

↗ 354%

1

New website  
Launched  
11 July 2022

3

Website awards

109,000

Website visitors

↗ 160%





## SOCIAL STATS



**34,000+**

Social media followers

↗ 23%

**5.56M**

Social impressions

↗ 61%

**318,200**

Social engagements

↗ 45%

**11,160**

Email subscribers

**35,500+**

Post link clicks

↗ 660%

**1269**

Social posts

**383,000**

Video views

↗ 153%







8 |

The Gallery commenced the period with a major art event, *Skywhales: Every Heart Sings* by Patricia Piccinini, delivered in partnership with the National Gallery of Australia. The one-day event saw 6000 people visit Ballarat's Eastern Oval to witness the inflation of the Skywhales at sunrise accompanied by a choir composed of local school children. This event indicated a strong community interest for contemporary art.

A landmark exhibition for the Gallery was *Beating About the Bush: A New Lens on Australian Impressionism* held between 5 November 2022 and 19 February 2023. The exhibition brought together the Gallery's collection of Australian Impressionist landscape paintings alongside contemporary female photographers who have re-examined the Australian Impressionists and celebrated a new perspective of the Australian landscape. The exhibition featured 174 art works by 57 artists of which 34 were women and 8 were First Nations artists. The exhibition also featured a number of new acquisitions for the Gallery and was attended by more than 30,000 people over the summer period.

The Gallery also opened a major international exhibition, *The Pre-Raphaelites: Drawings and Watercolours*. This international exhibition drew on the collections of the Ashmolean Museum in Oxford to tell the story of the artists, their lives and loves, bringing to life the world of John Ruskin, William and Jane Morris, Edward Burne-Jones, John Everett Millais, Holman Hunt, Dante Gabriel Rossetti and Lizzie Siddal. The Gallery curated its own exhibition *In the Company of Morris* looking at the influence of the Pre-Raphaelites on Australian artists and little known Australian connections.



## EXHIBITIONS

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**29**

Exhibitions

**9**

Number of early  
career artist  
exhibitions  
(Backspace)

**1955**

Number of  
exhibition days

**4**

Major rehangs of  
Permanent Collection

**LIONEL LINDSAY:  
EARLY YEARS**

7 May– 24 September 2022



Lionel Lindsay excelled in drawing and as a printmaker and was also an outstanding watercolourist, having trained as a young man in Creswick with visiting English artist Miller Marshall and later with Australian Impressionist Walter Withers. His early training is evident in a remarkable series of scenes of Creswick which he painted while refining his craft. This exhibition featured this rarely seen watercolours as well as drawings and sketches of members of the Lindsay family.

Image: **Lionel Lindsay *The stables of The Ferns*** 1894. watercolour on paper. Gift of the artist's son Peter Lindsay, 1967. Collection of the Art Gallery of Ballarat. © Lionel Lindsay. Image courtesy of the National Library of Australia

**LIONEL'S PLACE: LIONEL LINDSAY  
FROM THE MAITLAND REGIONAL ART GALLERY  
AND ART GALLERY OF BALLARAT COLLECTIONS**

14 May–7 August 2022



*Lionel's place* featured more than 150 of his etchings, wood engravings and watercolours. These works on paper are rich in visual texture, depicting scenes from abroad and close to home, exotic and domestic animals and birds, and the lushness of gardens, floral abundance and portraiture.

A Maitland Regional Art Gallery exhibition together with works from the Art Gallery of Ballarat Collection.

Image: Installation view of *Lionel's place* at the Art Gallery of Ballarat. Photo by Tara C Moore

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**MONOCHROME:  
CERAMICS FROM THE COLLECTION**

7 May– 29 August 2022



This exhibition highlighted the subtleties of shape, mark, form and texture in ceramics and paintings from the Art Gallery of Ballarat Collection. Colour, or its absence, plays a significant role in how we see and perceive things. Without the use of colour, we interpret things differently and are more likely to focus on emotional state, causing us to pause and look closer and longer. *Monochrome* celebrated the lack of colour as an enigmatic mastery of both technique and elusiveness.

Image: **Andrea Barker *Collected silences*** 2019. Gift of the Clunes Ceramic Award, 2019. Collection of the Art Gallery of Ballarat

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**TREVOR SMITH:  
A FANCIFUL FEAST**

14 May–28 August 2022



South Australian textile artist Trevor Smith was taught to crochet by his mother Jean in the 1960s. The Art Gallery of Ballarat commissioned Smith to respond to the Lindsay family collection and Sitting Room. His quirky and inventive crochet sculptures stem from his interest in costume, characters, fashion, culture and history and push the boundaries of crochet in a move from functional items to creative artworks.

Image: Installation view of *Trevor Smith: A fanciful feast* at the Art Gallery of Ballarat. Photo by Ben Cox

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### LIGHT + SHADE: MAX MELDRUM AND HIS FOLLOWERS

20 May–16 October 2022



The Tonalists were a group of artists who came under the spell of the controversial and charismatic artist and teacher Max Meldrum in the 1920s and 1930s.

This exhibition, showcasing works from the Collection of the Art Gallery of Ballarat, brought together paintings by Max Meldrum, Clarice Beckett, Colin Colahan, Alma Figuerola, Jock Frater, Harry Harrison, Percy Leason and other 'Meldrumites'.

Image: Installation view of *Light + shade* at the Art Gallery of Ballarat.  
Photo by Tara C Moore

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### SKYWHALES: EVERY HEART SINGS

9 July 2022



Two monumental hot air balloon sculptures, *Skywhale* and *Skywhalepapa* who also carries nine baby *Skywhales* in the shelter of his giant flippers, are the creation of renowned Australian artist Patricia Piccinini. Launched in Ballarat in an event titled *Skywhales: Every Heart Sings*, accompanied by music written by Canberra musician Jess Green (AKA Pheno) in collaboration with Piccinini and performed by Pheno and her band together with a 100-strong children's choir under the guidance of local musician Stella Savy.

*Skywhales: Every Heart Sings* is a National Gallery Touring Event supported by Principal Partner The Naomi Milgrom Foundation and Visions of Australia. It is the third instalment of The Balnaves Contemporary Series and is a Know My Name project. The Ballarat event was supported by the City of Ballarat as part of the Ballarat Winter Festival.

Image: **Patricia Piccinini *Skywhalepapa*** 2020. National Gallery of Australia, Kamberri/Canberra, commissioned with the assistance of The Balnaves Foundation 2019, purchased 2020, © Patricia Piccinini  
opposite: Patricia Piccinini with workshop participants.



**A PRECIOUS GIFT:  
THE GRAEME WILLIAMS DONATION**

13 August–16 October 2022



In 2020, Melbourne architect Dr Graeme Williams OAM gave a substantial part of his personal art collection, accumulated over 40 years, to the Art Gallery of Ballarat. His generous donation of 49 works by some of Australia’s best artists, made in memory of his two children, is one of the largest gifts to the Gallery in the last 30 years. This exhibition included works by Sidney Nolan, Brett Whiteley, Fred Williams, Julia Ciccarone, John Wolseley, Inge King, Rick Amor, Russell Drysdale, John Olsen and John Brack.

Image: **Julia Ciccarone *Biosphere 1*** 2002. oil on linen. Donated through the Australian Government’s Cultural Gifts Program by Dr Graeme Williams OAM in memory of his children, Antony Jefferson Williams and Tess Hadden Ley née Williams, 2020. Collection of the Art Gallery of Ballarat

**UNDER THE BLACK FLAG**

10 September 2022–21 January 2023



The depiction of pirates has been a constant in Australian art for many years with artists Norman and Lionel Lindsay obsessed with them from a young age. In recent years contemporary artists such as Sally Smart and Tony Albert have re-examined pirates through the lens of gender and colonisation. This exhibition looked at the world of skullduggery on the briny deep in the Gallery Collection.

Image: **Sally Smart *The Exquisite Pirate (wooden leg/orange parrot)*** 2015. fabric, synthetic embroidery thread. Gift of the artist through the Australian Government’s Cultural Gifts Program, 2022. Collection of the Art Gallery of Ballarat



**MURRAY WALKER:  
TIME TRAVELLER**

8 October 2022–5 February 2023



*Time traveller* provided a glimpse into Murray Walker's vast output of collage and assemblage sculpture over the past 40 years. Born in Ballarat in 1937, Walker has worked in diverse media including painting, printmaking, ceramics and tapestry design. His use of found objects, from driftwood to tin cans, discarded household items to welding slag, may appear deceptively primitive, if not outright 'punk', but these works embody layers of reference to literature, art history and popular culture.

Image: Installation view of *Murray Walker: Time traveller* at the Art Gallery of Ballarat. Photo by Tara C Moore

**BREN LUKE:  
STREETS OF YOUR TOWN**

8 October 2022–5 February 2023



Bren Luke's distinctive, highly detailed cross-hatching style is born from an interest in the 16th century engravings of Albrecht Dürer and from studying the work of underground comic book artists and illustrators. In this exhibition Luke explored the streets of his town Ballarat, highlighting some of its lesser-known built forms such as quirky shopfronts, back alleys and mid-20th century architecture.

Image: *Bren Luke Getaway van, Sebastopol Street* 2022. ink on bristolboard. Courtesy of the artist 2022.

**BEATING ABOUT THE BUSH:  
A NEW LENS ON AUSTRALIAN IMPRESSIONISM**

5 November 2022–19 February 2023



This exhibition brought Art Gallery of Ballarat’s collection of landscape paintings from the Australian Impressionist era together with works by contemporary female photographers who have re-examined the Australian Impressionists and brought a new lens to the Australian landscape.

Historical works in the exhibition included paintings by Tom Roberts, Arthur Streeton, Frederick McCubbin, Clara Southern, Jane Sutherland and Sydney Long. Contemporary artists included Jane Burton Maree Clarke, Nici Cumpston, Tamara Dean, Fiona Foley, Deanne Gilson, Siri Hayes, Jill Orr, Polixeni Papapetrou, Jacqui Stockdale and Anne Zahalka.

**‘ More political and forward thinking than exhibitions at the NGV.’ – metro Victorian visitor in response to *Beating About the Bush***

Image: Anne Zahalka *A summer morning tiff* 2017. oil on linen, pigment ink on rag paper. Purchased with funds from the Joe White Bequest, 2020. Collection of the Art Gallery of Ballarat

**NEXT GEN 2023**

18 February–16 April 2023



*Next Gen 2023* showcased the work of students from government, Catholic and Independent schools from Ballarat and its broader region who have just completed VCE studies in Art, Studio Arts, Design and Technology, Visual Communication and Design and Media.

Image: Installation view of *Next Gen 2023* at the Art Gallery of Ballarat. Photo by Tara C Moore

**PASSION AND PRIDE:  
GIFTS OF THE GALLERY WOMEN'S ASSOCIATION**

4 February–15 April 2023



The Art Gallery of Ballarat Women's Association was established in 1979 with two purposes – to raise funds for acquisitions to the Gallery Collection and to find ways for the Ballarat community to engage with the Gallery. During its existence, the Women's Association raised funds for the acquisition of works for the Collection and have also paid for the conservation of works. This exhibition brought together works which they have helped acquire for the Collection.

Image: **Nornie Gude *Untitled (Stella Rehfisch Gude)*** 1939. oil on canvas on board. Purchased with funds from the Gallery Women's Association, 2019. Painting and frame conserved with a donation from the Gallery Women's Association under the Adopt an Artwork program, 2019. Collection of the Art Gallery of Ballarat. Copyright Anne Scott Pendlebury

**PLIABLE PLANES:  
EXPANDED TEXTILES & FIBRE PRACTICES**

4 March–30 April 2023



This major exhibition drew together practitioners who reimagine practices in textiles and fibre art. The exhibition presented the work of contemporary practitioners experimenting with the boundaries of materiality, spatial fluidity, and process.

A UNSW Galleries touring exhibition. This project was assisted by the Australian Government through the Visions of Australia Program, and the Australia Council for the Arts. This project has also been supported by Create NSW's Audience Development Fund administered by Museums & Galleries of NSW on behalf of the NSW Government.

Image: Installation view of *Pliable planes* at the Art Gallery of Ballarat. Photo by Ben Cox

**STEPHEN DAVIDSON:  
GREATEST FISHING STORY NEVER TOLD**

29 April–16 July 2023



As a young boy waiting for his dinner to be served, Ballarat-based artist Stephen Davidson would look at a willow pattern dining plate and make up stories in his head about the exotic scene printed on the plate. Decades later this childhood memory is one of the sources of inspiration for a body of work which reflects on metaphor, simile and analogy.

Image: Installation view of *Stephen Davidson: Greatest fishing story never told* at the Art Gallery of Ballarat. Photo by Ben Cox

**UPHEAVAL ON THE GOLDFIELDS**

29 April–13 August 2023



The gold rush in Ballarat was a period of social, political and physical upheaval. Historical and contemporary works from the Gallery Collection demonstrated how artists have responded to this upheaval since gold was first discovered on Wadawurrung Country more than 170 years ago.

Image: *Sassy Park A gentle miner* 2019, glazed stoneware and porcelain. Purchased with funds from the Joe White Bequest, 2019. Collection of the Art Gallery of Ballarat

**LOOKING IN**

13 May–6 August 2023



This exhibition from the Gallery Collection took as its starting point the Gallery's very own living room – the sitting room of the Lindsay family of artists. This room was recreated in the Gallery in 1969 as a tribute to the Lindsays when Lisnacrieve, their home in Creswick, was demolished.

**PRE-RAPHAELITES:  
DRAWINGS AND WATERCOLOURS**

20 May–6 August 2023



This outstanding international exhibition drew from the extraordinary collections of the Ashmolean Museum in Oxford, bringing to life the world of John Ruskin, William and Jane Morris, Edward Burne-Jones, John Everett Millais, Holman Hunt, Dante Gabriel Rossetti and Elizabeth Siddal.

These rarely-seen, fragile art works included the portraits they made of each other, studies for paintings and commissions, to subjects taken from history, literature and landscape.

*Pre-Raphaelites: Drawings and watercolours* was presented in Australia exclusively by the Art Gallery of Ballarat. An Ashmolean Museum exhibition.

**‘ We saw an ad on Instagram and flew from Sydney especially to see the exhibition. It was brilliant!’ – interstate visitor in response to *Pre-Raphaelite Drawings and watercolours***

Image: **Helen Eager 9 o'clock** 1977. lithograph & collage on paper. The Gary Catalano Gift under the Australian Government's Cultural Gifts Program, 2008. Collection of the Art Gallery of Ballarat



## IN THE COMPANY OF MORRIS

20 May–6 August 2023



Presented in conjunction with *Pre-Raphaelites: Drawings and Watercolours, In the Company of Morris* celebrated the ongoing legacy of the Pre-Raphaelites and William Morris in the work of Australian artists in the Art Gallery of Ballarat Collection.

Artists included in the exhibition include Norman Lindsay, Deborah Klein, Elizabeth Pulie, William Strutt, Emily Floyd, Fiona Hiscock, Carole Wilson and Paul Yore.

**‘Exquisite works, beautifully curated. The best and most sophisticated I’ve seen to date at the Art Gallery of Ballarat.’** – local visitor in response to *In the Company of Morris*

Image: **Deborah Klein *Three women*** 2021 (detail, synthetic polymer paint on linen. Purchased with funds from the Art Gallery of Ballarat Foundation, 2023. Collection of the Art Gallery of Ballarat opposite: Installation view of *In the company of Morris* at the Art Gallery of Ballarat. Photo by Tara C Moore

## DEL KATHRYN BARTON: INSIDE ANOTHER LAND & RED

20 May–6 August 2023



*Inside another land* is a large series of 75 photomontages Del Kathryn Barton created between 2014 and 2017, inspired by the work of German artist Hannah Höch. Barton created physical collages which she digitally manipulated before reprinting to create the final works.

The exhibition included Barton’s short film *RED* featuring actor Cate Blanchett and Charmene Yap from the Sydney Dance Company, which explores sexuality, gender and power via the mating rituals of the redback spider.

These works by Del Kathryn Barton were on loan from the Arndt Collection which aims to exhibit and promote the work of contemporary artists.

Image: **Del Kathryn Barton *RED*** 2016. Still from high resolution digital video, 15 mins. Image courtesy of the artist and the ARNDT Collection.

## BACKSPACE

An important part of the Art Gallery of Ballarat, Backspace Gallery celebrates the arts in the region through a vibrant and much-loved program. Providing early-career artists an exhibition in a professionally supported gallery, this is a wonderful opportunity for artists to showcase art, craft and design and gain noticeability.

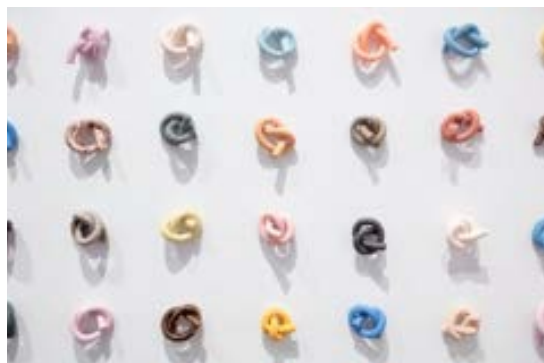
### RACHEL KING: TERRAIN

Until 3 July 2022

Rachel King is an artist working in Wadawurrung Country who is fascinated by colour, composition and form. Her oil paintings explore figurative abstraction, the natural environment and markers of time and place. The paintings in *Terrain* were born from real places, objects and natural forms in the Goldfields region and sit just on the edge of recognition.

### MINAAL LAWN: OBJECTS OF WORSHIP (HOMAGE TO MRINALINI)

7 July–14 August 2022



Indian-Australian artist Minaal Lawn is based at Glenlyon in Central Victoria. She makes intimate ceramic objects that celebrate both her Indian heritage and her Australian upbringing. This exhibition created an abstracted place of worship, with revered contemporary Indian sculptor Mrinalini Mukherjee (1945–2015) as its inspiration.

Image: Installation view of *Minaal Lawn: Objects of worship* at the Art Gallery of Ballarat. Photo by Ben Cox

### TAMEKA HAGUE & KATHRYN DRUM: ELEMENTALS

18 August–25 September 2022

Tameka Hague and Kathryn Drum both recognise the importance of using, reusing or repurposing materials, making connections to place and history by creating works that are presented both simply and with humour.

Hague uses foraged clay and minerals while Drum works primarily with frusted metal, wood and clay. Both work with found materials and use hand-building techniques to create sculptures and hanging objects. They are both graduates of the Bachelor of Visual Arts at Federation University.

### RO BANCROFT: LINES AND WRINKLES

29 September–13 November 2022

Artist Ro Bancroft and poet Robin Taylor celebrated ageing in paper sculpture and poetry. *Lines and Wrinkles* was a celebration and a reminder that behind the lines and wrinkles is a person with a lifetime of knowledge and experience to share.

### CHRISTIAN DEN BESTEN: OUT AND ABOUT

17 November 2022–15 January 2023

Christian Den Besten is inspired by architecture, politicians, motor vehicles and the people around him to create works in a range of mediums. This exhibition of drawings and sculptures was a joyful celebration of some of Ballarat's most iconic buildings, inspired by regular trips to Ballarat from his studio at ArtGusto in Geelong.



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**EBONY GULLIVER:  
THINKING BODY, FEELING MIND**

19 January 2022–11 March 2023

Ebony Gulliver's abstract paintings explore the relationship between consciousness and embodiment. Through the use of vibrant contrasting colours, repetitive line work and concentric shapes and patterns the works vibrated and pulsed, shifting and changing as the visitor moved through the space.

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**SIEKO HOASHI: EPIGRAPH**

16 March–7 May 2023

Seiko Hoashi describes her expressive calligraphic works, or epigraphs, as visual poetry. She incorporates Japanese ancient words, quotes, and poems, drawing on her Japanese-Australian identity. Her work is within the tradition of Japanese calligraphy which values coincidence and improvisation and employs the simplicity of ma or blank space, a key word in Japanese aesthetics and Zen.

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**LISA GERVASONI:  
REIMAGING OUR CULTURAL LANDSCAPES**

11 May–25 June 2023

Landscape painter Lisa Gervasoni brings to her painting practice her experience as a Heritage Planner and her research into some of the region's best-known landscapes. Her professional skills in cartography, plan interpretation and identification of significance are utilised, incorporating aerial and oblique views of well-known landscapes. She abstracts the physical reality, applying thematic colouring to develop layers within the landscape and enticing the viewer to look for what remains after decades of change.

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**TAMMY GILSON:  
BEENYAK**

29 June–13 August 2023



Wadawurrung artist Tammy Gilson presented contemporary woven objects and adornments which express her connection to both Country and the continuity of traditional practices. In her practice Gilson brings together locally sourced materials with her cultural knowledge and techniques, highlighting the intrinsically sustainable nature of her ancestors' way of life.

Image: Installation view of *Tammy Gilson: Beenyak* at the Art Gallery of Ballarat. Photo by Ben Cox





The Gallery's dedicated volunteer Guides conducted daily guided tours of the Permanent Collection and special exhibitions, totalling more than 430 tours during the year.

The Gallery was also pleased to deliver a dynamic range of more than 100 public programs and workshops. Highlights included talks by contemporary artists Deanne Gilson, Tammy Gilson, Lily Mae Martin, Ana Petidis, Patricia Piccinni, Kate Rhode, and Murray Walker.

In addition to this, a number of lectures were presented for our audiences by a number of notable speakers, including Laurie Benson, Curator, NGV; Seb Chan, Director & CEO, ACMI; and academics Kelly Gellately, Rosalind Hollinrake, Alison Inglis, Juliette Peers and Catherine Woolley.

The Gallery was very pleased to deliver programs on site at the Ballarat Botanical Gardens during the Begonia Festival that enabled more than 4,000 participants to make their own Begonia and children could be seen across the city proudly carrying their flowers.

The Gallery was also pleased to partner with 3BA and Power FM to deliver the annual Easter Egg Hunt which brought 2000 members of young families to the Gallery during the April holiday. The Gallery was also very happy to partner with the City of Ballarat's Youth Services team to host the Biggest Play Group, held in March.

**9647**

Program participants

**12**

Talks

**437**

Guided tours

**2919**

Attendance at talks

**2**

Special events

**28**

Workshops

**5520**

Attendance at workshops

**10**

Exhibition openings

**4**

Publications

**TOURS**

**COLLECTION GUIDED TOURS**

Daily

**BEATING ABOUT THE BUSH CURATOR TOUR**

12 November 2022

**PLIABLE PLANES CURATOR TOUR**

4 March 2023

**PRE-RAPHAELITES & IN THE COMPANY OF MORRIS CURATOR TOUR**

20 May 2023

**ACCESSIBLE TOURS**



**BEATING ABOUT THE BUSH AUSLAN TOUR**

10 December 2022

**PLIABLE PLANES TACTILE TOUR**

29 April 2023

**‘ We’ve been through twice today, our favourite aspect was the tour guide, he really brought the space to life’  
– Interstate visitor**



**CHILDREN & FAMILIES**

**EARLY START**

First Wednesday of the month

**ART BITES: LOOM WEAVING**

5 July 2022

**ART CRATE: SKYWHALE POM-POMS**

1 July – 10 July 2022

**ART STEPS WITH PATRICIA PICCININI**

9 July 2022

**ART CRATE: POM-POM CREATIONS**

11 July – 28 August 2022

**ART CRATE: PIRATE TELESCOPES**

28 August – 4 November 2022

**PIRATE STORIES**

19 September 2022

**ART BITES: PIRATE PARROTS**

20 & 27 September 2022

**CHILDREN’S WEEK FAMILY DAY**

22 October 2022



**ART CRATE: TELL YOUR OWN STORY**

4 November 2022 – 19 February 2023

**ART BITES: BUILDING BALLARAT'S BUILDINGS**

12 & 19 January 2023

**ART BITES: BEATING ABOUT THE BUSH COLLAGES**

10 & 17 January 2023

**ART CRATE: PAPER LOOM**

20 February – 30 April 2023

**BEGONIA FESTIVAL OUTREACH**

Ballarat Botanical Gardens  
11–13 March 2023

**BALLARAT'S BIGGEST PLAYGROUP**

25 March 2023

**ART BITES: MAD MONSTERS**

11 & 18 April 2023

**ART BITES: FANTASTIC PLASTIC**

13 & 20 April 2023

**ART CRATE: POP-UP FOREST**

1 May – 6 August 2023

**ART BITES: A ROOM FOR YOU**

27 & 29 June 2023

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**YOUTH**

**YOUTH WORKSHOP: BOTANICAL ART**

19 September 2022

**ART BITES: URBAN PIRATES**

22 & 29 September 2022

**YOUTH FEST CREATIVE SHOWCASE**

29 September 2022

**ART BITES: EXPLORING THE STREETS**

10 & 17 January 2023



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**WORKSHOPS**

**LEONARD JOEL VALUATION DAY**

25 September 2022

**WORKSHOP: COLLAGE YOUR LIFE**

15 January 2023

**DRAWING IN THE GALLERY**

5 February 2023

**WORKSHOP: INDIGENOUS WOVEN JEWELLERY**

12 February 2023

**WORKSHOP: TACTILE TEXTILES**

23 April 2023

**STITCH OUT**

21 May 2023



Above: Lily Mae Martin

**DRAW LIKE A PRE-RAPHAELITE**

28 May 2023

**WORKING WITH RESIN**

18 June 2023

**LIFE DRAWING INTENSIVE**

25 June 2023



Above: Sally Smart

**CONVERSATIONS & TALKS**

**PATRICIA PICCININI IN CONVERSATION**

8 July 2022

**GREG BINNS MEMORIAL LECTURE WITH ELVIS RICHARDSON**

27 July 2022

**GRAEME WILLIAMS IN CONVERSATION**

13 August 2022

**ROSALIND HOLLINRAKE ON CLARICE BECKETT**

27 August 2022

**MURRAY WALKER & GRAEME DRENDEL IN CONVERSATION**

8 October 2022

**SALLY SMART IN CONVERSATION**

15 October 2022

**LECTURE: DEMOCRACY REGAINED**

17 November 2022

**TALK: LIFTING THE LID ON THE HEIDELBERG SCHOOL**

21 January 2023

**TALK: ANNE ZHALKA'S RADICAL REIMAGININGS**

4 February 2023

**PANEL: WHO'S IN THE PICTURE**

11 February 2023

**GREG BINNS MEMORIAL LECTURE: SEB CHAN**

22 March 2023

**TALK: PRE-RAPHAELITES IN AUSTRALIA**

27 May 2023

**Laurie Benson on the Pre-Raphaelite Brotherhood**

17 June 2023

**CONCERTS, PERFORMANCE & SCREENINGS**

**THE MANY FACES OF HENRY LAWSON**

13 & 27 November 2022

**A NEW LENS: CREATIVES AT WORK**

23 January – 29 January 2023

**OPERA FAVOURITES CONCERT**

26 February 2023

**CONCERT: WOVEN SOUND**

29 April 2023

**CONCERT: THE MUSIC OF IMAGES**

20 May 2023

**PLAY & TOUR: SHELTERING FROM THE RAIN**

22 May – 24 May 2023

**MEMBERS EVENTS**

**INDIGENOUS TOURS FOR MEMBERS**

3 July 2022

**TIME TRAVELLER MEMBERS' PREVIEW**

6 October 2022

**BEATING ABOUT THE BUSH MEMBERS PREVIEW**

3 November 2022

**THE DROVER'S WIFE SCREENING**

28 January 2023

**FILM SCREENING: HERITAGE**

30 April 2023

opposite: Confetti Western







Marie-Gilman  
1840-1880  
Swiss  
Mount Washington and Burke's  
Stockade  
1842  
Oil on canvas  
The  
Marie-Gilman was a Swiss painter who lived in the United States from 1840 to 1880. She is best known for her painting 'Mount Washington and Burke's Stockade' (1842), which depicts the settlement of the Mount Washington Stockade in New Hampshire. The painting shows a large, circular stockade with a central square and a flag. The scene is set in a rugged, mountainous landscape. The painting is a significant work of Swiss-American art and is housed in the collection of the Mount Washington Stockade National Historic Site.



This year saw a return to regular onsite learning opportunities for students across Ballarat. We were delighted to welcome more than 13,000 children and young people to our programs throughout the year.

Once again, the Gallery delivered a range of VCE programs targeted at supporting the Victorian Curriculum, including the development of a range of digital resources gave students an in depth understanding of how the Gallery team produced the *Beating about the Bush: A New Lens on Australian Impressionism* exhibition

The Gallery was also very pleased to offer the Bunjil Program for primary school aged students, facilitated by Wadawarrung Elder and leading contemporary artist Dr Deanne Gilson. Students gained an insight into the Wadawarrung people's deep connection to Country and their ongoing cultural practices.

The Gallery delivered two programs aimed at supporting access for low socio-economic communities. The After School Active Artists program enabled groups of young artists to meet once per week to develop their artistic practice with a local artist. This program was modelled on how sporting clubs engage young people and create lifelong connections, and develop associated skills. Students from schools that experienced significant disadvantage in their community were prioritised to take part in the program, which was generously supported by VicHealth. We were delighted to see the participants come back with their families and show them around their Gallery throughout the year.

The AGB Access program funded buses for regional and remote schools who experience disadvantage in visiting cultural institutions due to distance. We are delighted that the program welcomed 527 students to the Gallery throughout the year and was funded by the Victorian Department of Transport.

## LEARNING

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**247**

Total workshops held (children & young people)

**13,437**

Total workshop attendees (children & young people)

**154**

Primary school workshops (curriculum-based)

**7968**

Primary school students (workshops attendees)

**63**

Secondary school workshops (curriculum-based)

**840**

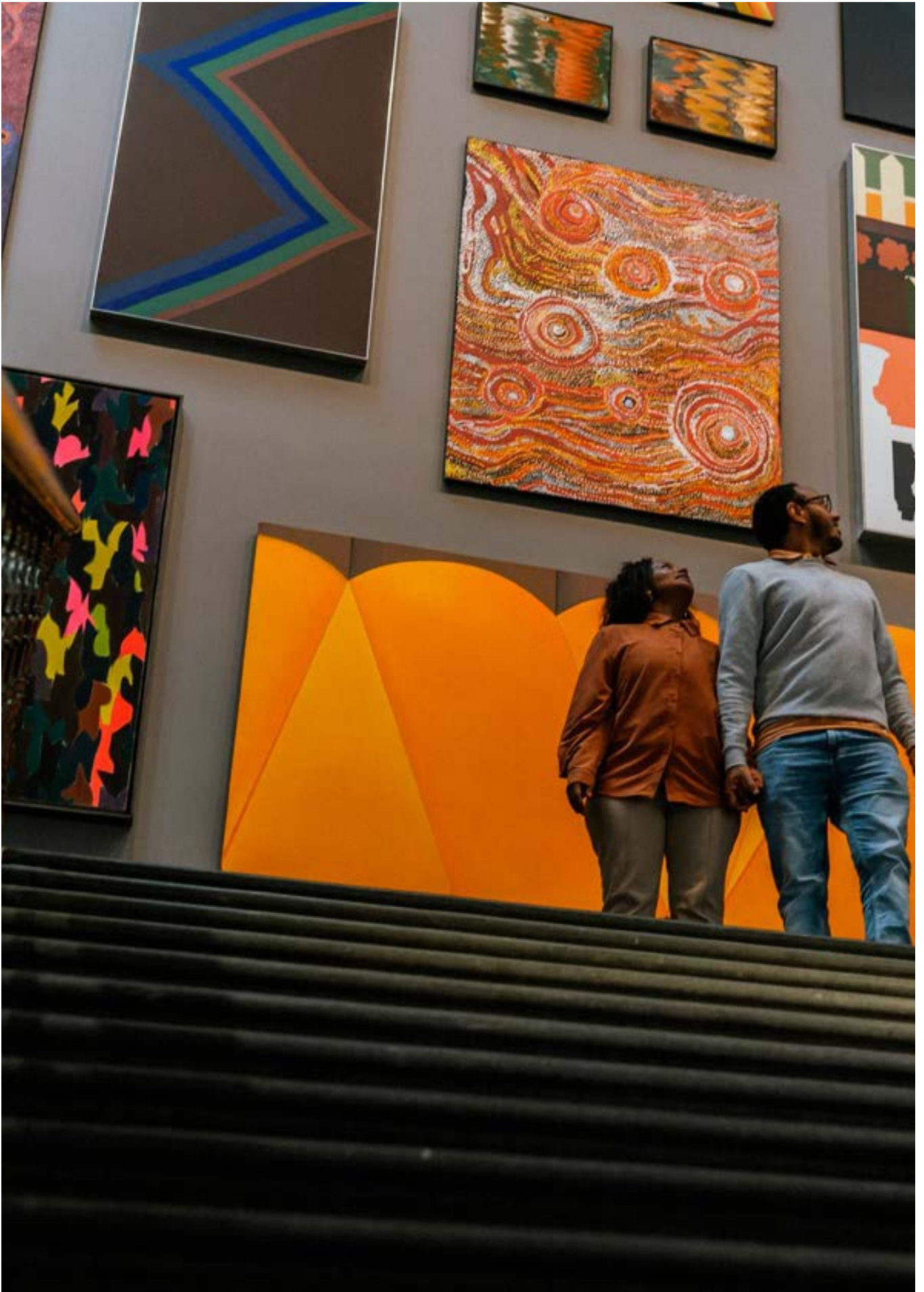
Secondary school students (workshops attendees)

**30**

Independent workshops (children & young people)

**4665**

Independent children and young people (workshop attendees)





The Art Gallery of Ballarat completed the first comprehensive valuation of the permanent Collection during the year. The project saw specialist valuers assess over 10,000 objects and determined the Collection the most valuable in regional Australia. Throughout the year we were pleased to acquire 208 new works of art for the collection, including John Brack's significant painting *The chase* 1959, 49 artworks donated by Ballarat born artist Murray Walker and 35 artworks from Dr David Clouston and Dr Michael Schwarz. We thank all the generous donors who have gifted artworks or funds to the Collection including the Hilton and Joe White Bequests and the Colin Hicks Caldwell Bequest.

The Gallery also continued the Collection digitisation project, documenting more than 20% of the Collection improving access for the community and researchers. The Gallery was also pleased to conserve 19 works, a number of which were included in the *Beating about the Bush* exhibition.

The Collection Development Plan was updated and continued to guide acquisitions. The Gallery integrates the exhibitions program in with acquisitions, purchasing works for forthcoming exhibitions, many of which are Collection based. This ensures that there is a permanent legacy from the exhibition program as well as works being placed on display rather than immediately put into storage. It also provides a longer lasting benefit to artists who become part of the nationally significant Collection.

A Significance Assessment of the Collection was undertaken by specialist consultant Roslyn Russell which noted that the Collection is of national significance and that the Art Gallery of Ballarat Collection is comparable in many respects to those held in national and state galleries and libraries.



# COLLECTION

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208

Works acquired

5

Outward loans

11,284

Works in the Collection

20

Works conserved

15

Frames conserved

2257

Number of works digitised

2300

Number of works illustrated online  
(20% of Collection)

# OUTWARD LOANS

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**Moya McKenna**

**Chalk**

2012

oil on canvas

Donated through the Australian Government's Cultural Gifts Program by Tony Styant-Browne and Julie Jame, 2021

*Lost Things and Animal Instincts:*

*Moya McKenna and Albert Tucker*

Heide Museum of Modern Art

5 November 2022–19 March 2023

**Clifford Last**

**Cruciforms**

1965

Jarrah, stone

Gift of Dr Joseph Brown, 2005

**Clifford Last**

**Lucis**

1965

Jarrah, slate

Winner of the George Crouch Memorial Prize, 1965

*Centre 5: Bridging the Gap*

McClelland

14 November 2022 – 6 March 2023

**Herbert Smith**

**The Art Students**

circa 1898

watercolour on paper

Purchased with funds from the Gallery Women's Association, 1997

*Educating Artists*

Post Office Gallery

30 April 2022 – 17 June 2022

**Clarice Becket**

**The beach**

circa 1930

oil on board

Bequest of Maud Rowe, 1937.

Frame conserved with funds from the U3A History of the Art Gallery class under the Adopt an Artwork program, 2017

**Clarice Becket**

**Misty Evening Beaumaris**

1930

oil on canvas

Bequest of Maud Rowe, 1937.

Painting and frame conserved with a donation from the Gallery Guides for their 30th anniversary and in honour of Yvette Hiscock and Geraldine Roberts for 30 years of guiding, under the Adopt an Artwork program, 2019

*Clarice Beckett – Atmosphere*

Geelong Gallery

1 April 2023 – 9 July 2023

**Peter Tyndall**

**'A person looks at a work of art'**

1979

synthetic polymer paint on

canvasboard, wood

Minnie Crouch Acquisition, 1980

*Peter Tyndall*

Buxton Contemporary

2 December 2022 – 9 April 2023

**Peter Tyndall**  
**'A person looks at a work of art'**  
1979  
synthetic polymer paint on canvasboard, wood  
Minnie Crouch Acquisition, 1980.  
1980.96  
© Peter Tyndall, courtesy the artist and Anna Schwartz Gallery



COLLECTION

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## CONSERVATION

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**William Dobell**  
**Johnnie Russell**  
circa 1955  
oil on board  
Purchased with funds from the  
Jessie Capell Bequest, 1956  
1956.1

**Robert Dowling**  
**Grandfather's visit**  
1864  
oil on canvas  
Purchased, 1975  
1975.32

**Dora Serle**  
**(Study of an old woman)**  
circa 1896  
oil on canvas  
Gift of Robert and Geoffrey Serle,  
1977  
1977.244

**Sylvia Ross**  
**Traymobile**  
1978  
wood, glass, resin, cotton, silk,  
polyethylene  
Glenfiddich Acquisition, 1979  
1979.185.a-i

**Trevor Abraham**  
**Pirate cat**  
1990  
glazed earthenware  
Gift of Dr John Williams, 1990  
1990.221.a-b

**Ina Gregory**  
**The forest isle, Healesville**  
1902  
oil on canvas  
Purchased with funds from the  
Ferry Foundation, 2008  
2008.1

**Antonio Dattilo-Rubbo**  
**Kurrajong Heights**  
1918  
oil on canvas  
Purchased with funds from the  
Ferry Foundation, 2008  
2008.172

**Thomas Flintoff**  
**Catherine Corbett, nee  
Lambourn**  
1870s  
oil on canvas  
Gift of the Smibert family, 2022  
2022.4.1

**Thomas Flintoff**  
**Alfred Alkannah Corbett**  
1876  
oil on canvas  
Gift of the Smibert family, 2022  
2022.4.2

**Marion Ferrier**  
**Glimpse of the lake (Dee Why)**  
1917  
oil on canvas  
Purchased with funds from the Joe  
White Bequest, 2022  
2022.74

**John Brack**  
**The chase**  
1959  
oil on composition board  
Donated through the Australian  
Government's Cultural Gifts  
Program by Helen Brack, 2022  
2022.94

**Glenn Barkley**  
**Morris of the Ferns with Parrot**  
2023  
earthenware  
Commissioned with funds from the  
Art Gallery of Ballarat Foundation,  
2023  
2023.24

**Natalie Ryan**  
**Blue velvet (fox)**  
2010  
taxidermy foam cast, prosthetic  
eyes, synthetic fibres, foam and  
wood  
Donated through the Australian  
Government's Cultural Gifts  
Program by Michael Schwarz and  
David Clouston, 2023.  
2023.103.a-b

**Natalie Ryan**

***Pretty in Pink***

2009

taxidermy foam cast, prosthetic eyes, jaw, synthetic fibres, foam and wood

Donated through the Australian Government's Cultural Gifts Program by Michael Schwarz and David Clouston, 2023.

2023.104.a-b

**HH Floate**

***(Basket)***

circa 1925

copper

Gift of Louise Tegart, 2023

2024.2



**Ina Gregory**  
***The forest isle,***  
***Healesville***  
1902  
oil on canvas  
Purchased with  
funds from the Ferry  
Foundation, 2008  
2008.1

### ADOPT AN ARTWORK PROGRAM

The Art Gallery of Ballarat Collection holds many works that require significant conservation treatment and are unfit for display. These works often remain in storage, unable to be enjoyed by Gallery visitors or loaned to other galleries.

The Adopt an Artwork program gives visitors the opportunity to contribute towards the conservation treatment of works from the highly regarded Collection. The Adopt an Artwork program aims to encourage donor support to ensure that these works can be shared with the community today and protected for future generations to enjoy.

#### **Clara Southern**

##### ***Abandoned farmhouse***

circa 1895  
oil on canvas  
The William, Rene and Blair Ritchie Collection. Bequest of Blair Ritchie, 1998. Conserved with a donation from John Cotton under the Adopt an Artwork program, 2022  
1998.30

#### **Percy Lindsay**

##### ***Twilit harbour***

oil on cardboard  
Purchased with funds from the Mary Lindsay Bequest, 1971. Conserved with a donation from John Cotton under the Adopt an Artwork program, 2022  
1971.70

#### **David Davies**

##### ***(Girl in moonlit landscape)***

circa 1894  
oil on canvas  
Gift through the Taxation Incentives for the Arts Scheme by Robin and Andrew Ferry, 1988. Conserved with a donation from John Cotton under the Adopt an Artwork program, 2022  
1988.9

#### **Isabel Tweddle**

##### ***Flowerpiece***

circa 1945  
oil on canvas  
Gift of the artist's family, 1947. Conserved with a donation from Criss Canning under the Adopt an Artwork program, 2022.  
1947.8

#### **John Mather**

##### ***Picnic Point, near Brighton***

1886  
oil on canvas  
Gift of James Oddie, 1886. Conserved with a donation from Valerie Newman under the Adopt an Artwork program, 2022  
1886.8



before and after  
conservation  
**Clara Southern  
Abandoned  
farmhouse**  
circa 1895  
oil on canvas  
The William, Rene  
and Blair Ritchie  
Collection, Bequest  
of Blair Ritchie, 1998.  
Conserved with a  
donation from John  
Cotton under the  
Adopt an Artwork  
program, 2022  
1998.30

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# ACQUISITIONS

## In order of works entering the Collection

—

**Wendy Sharpe**  
***Self portrait with ghosts***  
2022

oil on wood, found frame  
Purchased with funds from the Colin Hicks Caldwell Bequest, 2022  
2022.36

**Patricia Piccinini**  
***The Skywhale suite (Mountains)***  
2019

lithograph on paper  
Purchased with funds from the Joe White Bequest, 2022  
2022.37

**Patricia Piccinini**  
***The Skywhale suite (Pines)***  
2019

lithograph on paper  
Purchased with funds from the Joe White Bequest, 2022  
2022.38

**Ana Petidis**  
***Devoted***  
2021

hand dyed wool/nylon blend yarn, saffron, grape skin, lac, madder root  
Purchased with funds from the Joe White Bequest, 2022  
2022.39

**Ana Petidis**  
***Votive loom weights***  
2021

earthenware, thread  
Purchased with funds from the Joe White Bequest, 2022  
2022.40a-u

**Kristin Burgham**  
***Moment***  
2021

porcelain  
Purchased with funds from the Joe White Bequest, 2022  
2022.41.a-e

**Angela Brennan**  
***String theory***  
2020

oil on linen  
Purchased with funds from the Colin Hicks Caldwell Bequest, 2022  
2022.42

**Dianne Jones**  
***Shearing the rams***  
2001

inkjet print on canvas  
Purchased with funds from the Joe White Bequest, 2022  
2022.43

**Jenny Watson**  
***Old black horse with a bunch of flowers***  
2021

a) oil and synthetic polymer paint with collage on rabbit skin glue primed Italian damask b) synthetic polymer paint on wood  
Purchased with funds from the Colin Hicks Caldwell Bequest, 2022  
2022.44.a-b

**Sophie Steffanoni**  
***About Windsor***  
1898

oil on canvas  
Purchased with funds from the Colin Hicks Caldwell Bequest, 2022  
2022.45

**Josh Muir**  
***My Ballarat***  
2018

Digital print on aluminium  
Purchased with funds from the Art Gallery of Ballarat Foundation 2022  
2022.46.a-h

**Rosemary Laing**  
***groundspeed (Red Piazza) #3***  
2001

type C photograph  
Purchased with funds from the Art Gallery of Ballarat Foundation, 2022  
2022.47

**Ross Taylor**  
***Order and variation (For Robert Jacks)***  
2019

pencil on paper  
Gift of the artist under the Australian Government's Cultural Gifts Program, 2022  
2022.48



<p><b>Tony Albert</b> <b><i>Piracy 24</i></b> 2020 sandblasted commiseration plate Purchased with funds from the Joe White Bequest, 2022 2022.49</p>	<p><b>Tony Albert</b> <b><i>Piracy 34</i></b> 2020 sandblasted commiseration plate Gift of the artist, 2022 2022.57</p>	<p><b>James Flett</b> <b><i>Treasure chest</i></b> circa 1925 etching on paper Purchased with funds from the Joe White Bequest, 2022 2022.65</p>
<p><b>Tony Albert</b> <b><i>Piracy 31</i></b> 2020 sandblasted commiseration plate Purchased with funds from the Joe White Bequest, 2022 2022.50</p>	<p><b>Tony Albert</b> <b><i>Piracy 14</i></b> 2020 sandblasted commiseration plate Purchased with funds from the Joe White Bequest, 2022 2022.58</p>	<p><b>Stieg Persson</b> <b><i>Liberty link</i></b>® 2006 oil and alkyd resin on linen Gift of Jacques Nasser AO through the Australian Government's Cultural Gift Program, 2022 2022.66</p>
<p><b>Tony Albert</b> <b><i>Piracy 23</i></b> 2020 sandblasted commiseration plate Purchased with funds from the Joe White Bequest, 2022 2022.51</p>	<p><b>Shigemi Iwama</b> <b><i>Abstract tiles 1</i></b> 1988 stoneware, particle board, seaweed, gold Gift of the artist, 2022 2022.59</p>	<p><b>Belinda Fox</b> <b><i>The days become brighter</i></b> 2021 watercolour, ink, acrylic spray, collage on board Gift of the artist through the Australian Government's Cultural Gift Program, 2022 2022.67</p>
<p><b>Tony Albert</b> <b><i>Piracy 27</i></b> 2020 sandblasted commiseration plate Gift of the artist, 2022 2022.52</p>	<p><b>Shigemi Iwama</b> <b><i>Abstract tiles 2</i></b> 1988 stoneware, particle board Gift of the artist, 2022 2022.60</p>	<p><b>Constance Stokes</b> <b><i>Judy</i></b> oil on board Donated through the Australian Government's Cultural Gifts Program by Carole and Philip Flood AO in honour of Nicole Bodman, 2022 2022.68</p>
<p><b>Tony Albert</b> <b><i>Piracy 28</i></b> 2020 sandblasted commiseration plate Purchased with funds from the Joe White Bequest, 2022 2022.53</p>	<p><b>Shigemi Iwama</b> <b><i>Ceramic sculpture</i></b> 1991-1992 stoneware Gift of the artist, 2022 2022.61</p>	<p><b>Trevor Smith</b> <b><i>Pig's head platter</i></b> 2021 wool, foamcore, wadding, polystyrene, wire Purchased with funds from public donation, 2022 2022.69</p>
<p><b>Tony Albert</b> <b><i>Piracy 26</i></b> 2020 sandblasted commiseration plate Purchased with funds from the Joe White Bequest, 2022 2022.54</p>	<p><b>Shigemi Iwama</b> <b><i>Ceramic sculpture</i></b> 1991-1992 stoneware Gift of the artist, 2022 2022.62</p>	<p><b>Trevor Smith</b> <b><i>Roast turkey platter</i></b> 2021 wool, foamcore, foam rubber, polystyrene Purchased with funds from public donation, 2022 2022.70</p>
<p><b>Tony Albert</b> <b><i>Piracy 30</i></b> 2020 sandblasted commiseration plate Gift of the artist, 2022 2022.55</p>	<p><b>Josh Muir</b> <b><i>Many ways to get help</i></b> circa 2015 digital print Gift of the estate of Joel Stephen Coatsworth, 2022 2022.63</p>	<p><b>Trevor Smith</b> <b><i>Lobster platter</i></b> 2021 wool, foamcore, polystyrene Purchased with funds from public donation, 2022 2022.71</p>
<p><b>Tony Albert</b> <b><i>Piracy 32</i></b> 2020 sandblasted commiseration plate Gift of the artist, 2022 2022.56</p>	<p><b>Louis Pratt, Rob Beamish</b> <b><i>CoalMo</i></b> 2022 resin and coal Purchased with funds from the Art Gallery of Ballarat Foundation, 2023 2022.64</p>	



- Jill Orr**  
***Southern Cross reclaimed 02***  
2021  
inkjet print on rag paper  
Purchased with funds from public donation, 2022  
2022.72
- Jessie Scarvell**  
***Lavender Bay, NSW***  
circa 1895  
watercolour on paper  
Purchased with funds from the Joe White Bequest, 2022  
2022.73
- Marion Ferrier**  
***Glimpse of the lake (Dee Why)***  
1917  
oil on canvas  
Purchased with funds from the Joe White Bequest, 2022  
2022.74
- Emma Minnie Boyd**  
***Homestead, Victoria***  
circa 1900  
watercolour on paper  
Purchased with funds from the Joe White Bequest, 2022  
2022.75
- Janet Laurence**  
***Tarkine***  
2017  
dye sublimation print on aluminium, photograph on acrylic  
Purchased with funds from the Joe White Bequest, 2022  
2022.76
- Amalie Sara Colquhoun**  
***Jim and Tim***  
1952  
oil on canvas  
Purchased with funds from the Hilton White Bequest, 2022  
2022.77
- Harold Herbert**  
***(Ti-Trees)***  
circa 1917  
watercolour stencil on paper  
Purchased with funds from the Wilfred Brooks Estate, 2022  
2022.78
- Harry Rosengrave**  
***The old Court House, old Steiglitz***  
1966  
colour linocut  
Purchased with funds from the Wilfred Brooks Estate, 2022  
2022.79
- John Colbourn**  
***Boatman***  
1940s  
colour linocut  
Purchased with funds from the Wilfred Brooks Estate, 2022  
2022.80
- Neville French**  
***Moon jar VIII (snow moon)***  
2021  
woodfired porcelain wheel thrown & altered, feldspathic & limestone glazes  
Purchased with funds from the Hilton White Bequest, 2022  
2022.81
- Belinda Fox, Neville French**  
***Moon jar IX (transition)***  
2021  
wheel thrown & altered porcelain, brushed slips, sgraffito, limestone glazes  
Purchased with funds from the Joe White Bequest, 2022  
2022.82
- Max Meldrum**  
***Ballarat Botanic Gardens***  
1923  
oil on canvas  
Purchased with funds from the Joe White Bequest, 2022  
2022.83
- Robyn Stacey**  
***Studio, The Cedars***  
2016  
type C print  
Purchased with funds from the Hilton White Bequest, 2022  
2022.84
- Jessie Traill**  
***The tea party***  
1912  
oil on canvas  
Purchased with funds from the Art Gallery of Ballarat Foundation, 2022  
2022.85
- Gordon Coutts**  
***(Chickens feeding near Heidelberg)***  
circa 1893  
watercolour on paper  
Purchased with funds from the Art Gallery of Ballarat Foundation, 2022  
2022.86
- Walter Rendall**  
***The digger's home, Ballarat***  
1863  
oil on board  
Purchased with funds from the Art Gallery of Ballarat Foundation, 2023  
2022.87
- Hayley Millar Baker**  
***Untitled (The Circumstances are that a whale had come on shore)***  
2018  
inkjet on paper  
Purchased with funds from the Hilton White Bequest, 2022  
2022.88.1
- Hayley Millar Baker**  
***Untitled (The best means, of caring for, and dealing with them in the future)***  
2018  
inkjet on paper  
Purchased with funds from the Hilton White Bequest, 2022  
2022.88.2
- Hayley Millar Baker**  
***Untitled (The theft of the White men's sheep)***  
2018  
inkjet on paper  
Purchased with funds from the Hilton White Bequest, 2022  
2022.88.3
- Belinda Fox, Neville French**  
***Moon jar IX (transition)***  
2021  
wheel thrown & altered porcelain, brushed slips, sgraffito, limestone glazes  
Purchased with funds from the Joe White Bequest, 2022  
2022.82

**Hayley Millar Baker**  
**Untitled (So he mixed arsenic with half the flour and a raging thirst was created)**  
 2018  
 inkjet on paper  
 Purchased with funds from the Hilton White Bequest, 2022  
 2022.88.4

**Julie Watkins**  
**Diptych: An Antipodean Swan Lake. Part I and An Antipodean Swan Lake: - a story redressed. Part 2**  
 1995  
 photomontage, tulle, feathers and printed media on paper  
 Gift of the Annie English and Alan Wearne Art Collection, 2022  
 2022.89.a-b

**Will Dyson**  
**Watching the barrage from Mount Kimmel**  
 1918  
 lithograph on paper  
 Gift of Geoff Newmarch, 2022  
 2022.90

**Murray Walker**  
**Grenville College**  
 1953  
 watercolour and Indian ink on paper  
 Gift of the artist in memory of Geoff Mainwaring, 2022  
 2022.91

**Murray Walker**  
**Macarthur Street railway gates**  
 1953  
 watercolour and Indian ink on paper, mounted on board  
 Gift of the artist in memory of Geoff Mainwaring, 2022  
 2022.92

**Yosl Bergner**  
**Unknown**  
 screenprint on paper  
 Gift of Marion Lustig in memory of Margot Lustig  
 2022.93

**John Brack**  
**The chase**  
 1959  
 oil on composition board  
 Donated through the Australian Government's Cultural Gifts Program by Helen Brack, 2022  
 2022.94

**Dagmar Cyrulla**  
**I am woman**  
 2017  
 oil on linen  
 Gift of Tom Armstrong through the Australian Government's Cultural Gifts Program, 2022  
 2022.95

**Dagmar Cyrulla**  
**Self portrait with favourite earrings**  
 2018  
 oil on canvas  
 Gift of Tom Armstrong through the Australian Government's Cultural Gifts Program, 2022  
 2022.96

**Djerrkŋu Yunupingu**  
**Mermaid and stars I**  
 2022  
 natural earth pigments and recycled print toner on bark  
 Purchased with funds from public donation, 2022  
 2022.97

**Cathy Franzi**  
**Silver banksia**  
 2022  
 black clay, engobe  
 Purchased with funds from public donation, 2022  
 2022.98

**Kate Dorrrough**  
**The river's ancient song**  
 2022  
 stoneware  
 Purchased with funds from public donation, 2022  
 2022.99

**Emma JV Parker**  
**A bridge too far**  
 2022  
 porcelain, glaze  
 Purchased with funds from public donation, 2022  
 2022.100

**Dorothy Marriott**  
**Peggy Maguire as Biddy O'Shea**  
 1934  
 oil on canvas  
 Purchased with funds from the Gallery Women's Association, 2022  
 2022.101

**Deanne Gilson**  
**Kunuwarra Ngarrimili, Dance of the Black Swan Dance at Murrup Laarr**  
 2022  
 yellow and red ochre, charcoal, synthetic polymer paint and 18ct gold leaf on linen  
 Purchased with funds from the Colin Hicks Caldwell Bequest, 2022  
 2022.102

**Deanne Gilson**  
**White Poison**  
 2022  
 white ochre, synthetic polymer paint and silver leaf on linen  
 Purchased with funds from the Colin Hicks Caldwell Bequest, 2022  
 2022.103

**Troy Emery, Daniel Poole**  
**rock wallaby cocktail sofa**  
 2022  
 velveteen, epoxy, polyurethane, cotton, pine ply substrate, walnut  
 Purchased with funds from the Art Gallery of Ballarat Foundation, 2022  
 2022.104

**Hayley Millar Baker**  
**I will survive 1**  
 2020  
 inkjet print on paper  
 Purchased with funds from the Joe White Bequest, 2022  
 2022.105.1

**Hayley Millar Baker**  
**I will survive 6**  
 2020  
 inkjet print on paper  
 Purchased with funds from the Hilton White Bequest, 2022  
 2022.105.2



**John Brack**  
***The chase***  
1959  
oil on composition  
board  
Donated through  
the Australian  
Government's Cultural  
Gifts Program by  
Helen Brack, 2022  
2022.94

**Julie Watkins**

***Head in the sand***

1992-1993  
gouache on paper  
Gift of Annie English & Alan  
Wearne Art Collection, 2022  
2022.106

**Julie Watkins**

***Pandora series 1: Pandora's fault***

1993  
photomontage, gouache and gold  
leaf on paper  
Gift of Annie English & Alan  
Wearne Art Collection, 2022  
2022.107

**Hilary Jackman**

***(Matilde Coral – the Spanish painting)***

oil on canvas  
Gift of Trevor and Marnie  
Holborow, 2022  
2022.108

**Aileen Dent**

***(Bowl of flowers)***

1930s  
oil on canvas  
Gift of Trevor and Marnie  
Holborow, 2022  
2022.109

**Hilary Jackman**

***(Gumleaves with coffee pot)***

1991  
oil on canvas  
Gift of Trevor and Marnie  
Holborow, 2022  
2022.110

**David Beaumont**

***You Yangs Equinox***

2018  
ink, charcoal and soft pastel on  
paper  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.1

**David Beaumont**

***You Yangs Plains***

2022  
oil on linen  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.2

**Paul Davies**

***Untitled 1***

2022  
synthetic polymer paint on linen  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.3

**Graeme Drendel**

***The passage***

2009–2010  
oil on canvas  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.4.a-d

**Deborah Klein**

***Three women***

2021  
synthetic polymer paint on linen  
Purchased with funds from the Art  
Gallery of Ballarat Foundation,  
2023  
2023.5.a–c

**Elvis Richardson**

***Generation rent***

2022  
bent mild steel, magnets and white  
spray paint  
Purchased with funds from the Art  
Gallery of Ballarat Foundation,  
2023  
2023.6

**Darren Sylvester**

***Dingbat ouija***

2018  
acid etched mirror polished steel  
Purchased with funds from the Art  
Gallery of Ballarat Foundation,  
2023  
2023.7

**Darren Sylvester**

***Séance***

2022  
lightjet print on paper  
Purchased with funds from the Art  
Gallery of Ballarat Foundation,  
2023  
2023.8

**Tiffany Titshall, Belinda Michael**

***Call of the siren***

2020–2021  
earthenware with slip, local clay,  
oxides, underglaze and overglaze,  
synthetic polymer paint  
Purchased with funds from the Art  
Gallery of Ballarat Foundation,  
2023  
2023.9

**Jemima Wyman**

***Flourish 8***

2020  
hand-cut photos on paper  
Purchased with funds from the Art  
Gallery of Ballarat Foundation,  
2023  
2023.10

**Rosie Hastie**

***Once 4***

2022  
inkjet print on paper  
Purchased with funds from the  
Richard Noon Endowment, 2023  
2023.11

**James Tylor**

***Economics of water #11 (Diversion)***

2018  
gold vinyl on photographic paper  
Purchased with funds from the  
Richard Noon Endowment, 2023  
2023.12

**Kirstin Berg**

***Further***

2016  
300g Arches paper, fire ash,  
pigment, watercolour, Indian ink,  
spray paint, steel pins  
Gift of Kirstin Berg, 2023  
2023.13

**Daryl Lindsay**

***Robert Charles***

circa 1915  
ink and charcoal on paper  
Gift of David Ingham, 2023  
2023.14

**David Malangi Daymirringu**

***(Fish)***

circa 1967  
ochre on bark  
Gift of Cathie Canals and Vivienne  
Verlane in memory of Dr Neil and  
Mrs Joan Smith, 2023  
2023.15

**Jessie Merritt****(Hat)**

1930  
pen on paper  
Gift of Ann and Bob Newnham,  
2023  
2023.16

**Jessie Merritt****(The artist's favourite shoes)**

Unknown  
ink on paper  
Gift of Ann and Bob Newnham,  
2023  
2023.17

**Diana Nikkelson****Goanna**

2005  
synthetic polymer paint on canvas  
Gift of Peter Widmer and Geoff  
Bonney, 2023  
2023.18

**Anne Zahalka****Down on His Luck**

1983  
Type C print  
Gift of the artist, 2023  
2023.20

**Anne Zahalka****Summer - Another Australian Feature**

1985  
Type C print  
Gift of the artist, 2023  
2023.21

**Rosaleen Norton****Hell's bells**

1940s  
ink and wash on paper  
Purchased with funds from the Art  
Gallery of Ballarat Foundation,  
2023  
2023.22

**eX de Medici****United Spectre #3**

2007  
etching on paper  
Purchased with funds from the  
Art Gallery of Ballart Foundation,  
2023  
2023.23

**Glenn Barkley****Morris of the Ferns with Parrot**

2023  
earthenware  
Commissioned with funds from the  
Art Gallery of Ballarat Foundation,  
2023  
2023.24

**Thomas Flintoff****Maryann Scorer**

1860  
oil pastel on paper  
Gift of the Caddie family  
descendents in memory of  
Maryann Scorer, 2023  
2023.25

**Konrad Winkler****(Nude woman on washing line)**

2002  
photograph  
Gift of Dr Paul Richard Kauffman  
FAIM FASA, 2023  
2023.26

**Konrad Winkler****(Nude woman in kitchen)**

photograph  
Gift of Dr Paul Richard Kauffman  
FAIM FASA, 2023  
2023.27

**Konrad Winkler****(Nude woman on chair)**

1997  
photograph  
Gift of Dr Paul Richard Kauffman  
FAIM FASA, 2023  
2023.28

**Konrad Winkler****(Nude woman facing)**

photograph  
Gift of Dr Paul Richard Kauffman  
FAIM FASA, 2023  
2023.29

**Konrad Winkler****(Nude woman with tampon string)**

1998  
photograph  
Gift of Dr Paul Richard Kauffman  
FAIM FASA, 2023  
2023.30

**Marion Borgelt****Lunar tango no. 1**

2015  
oil on canvas  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.31

**Marion Borgelt****Lunar tango no. 2**

2015  
oil on canvas  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.32

**Dean Bowen****Fish**

2017  
bronze  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.33

**Dean Bowen****Stray cat 2**

2017  
wood and metal and oil paint.  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.34

**Dean Bowen****Lethal Leigh**

2017  
wood, metal and plastic and  
painted with oil paint  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.35

**Dean Bowen****Bird boy**

2002–2012  
bronze  
Gift of the artist through the  
Australian Government's Cultural  
Gifts Program, 2023  
2023.36





**Dean Bowen**  
***The young girl***  
2003  
bronze  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.37

**Michael Cook**  
***Enculturation 1***  
2002  
inkjet print on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.38.1

**Michael Cook**  
***Enculturation 2***  
2002  
inkjet print on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.38.2

**Michael Cook**  
***Enculturation 3***  
2002  
inkjet print on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.38.3

**Michael Cook**  
***Enculturation 4***  
2002  
inkjet print on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.38.4

**Michael Cook**  
***Enculturation 5***  
2002  
inkjet print on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.38.5

**Michael Cook**  
***Enculturation 6***  
2002  
inkjet print on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.38.6

**Martin King**  
***the moment between waking and sleeping, double cross in the cosmos***  
2021  
watercolour, pastel and collage on drafting film and paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.39

**Martin King**  
***The birds arrive and are greeted by a herald***  
2021  
graphite, watercolour & gold leaf on drafting film and paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.40

**Murray Walker**  
***4 small studies of Sue Walker***  
1964  
woodcut on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.41

**Murray Walker**  
***After Munch***  
2013  
woodcut on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.42

**Murray Walker**  
***After Munch, my Scream***  
2013  
woodcut on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.43

**Murray Walker**  
***Big woman and flasher***  
1976  
etching and aquatint on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.44

**Murray Walker**  
***The bush battlers Paradise***  
1966  
woodcut on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.45

**Murray Walker**  
***A busker in Paris (from the Paris poor series)***  
2012  
monoprint on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.46

**Murray Walker**  
***The Carneval clown***  
2009  
monoprint on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.47

**Murray Walker**  
***A cold model***  
1968  
etching on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.48

**Murray Walker**  
***Dianne***  
1965  
etching on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.49

**Murray Walker**  
***El Mundo***  
1975  
linocut on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.50

Murray Walker  
***A busker in Paris (from the Paris poor series)***  
2012  
monoprint on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.46

**Murray Walker**  
***M. + M. + S. + T. (The Glenlogie suite)***  
 2005  
 monoprint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.51

**Murray Walker**  
***The goats and two dogs on our little piece of Heaven at Kallista***  
 1964  
 woodcut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.52

**Murray Walker**  
***I love my beautiful body***  
 1974  
 etching and aquatint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.53

**Murray Walker**  
***In the antique room at 'The Slade'***  
 1962  
 etching on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.54

**Murray Walker**  
***The Jazz man, Night porter***  
 1975  
 linocut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.55

**Murray Walker**  
***Kallista farmyard***  
 1965  
 etching and aquatint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.56

**Murray Walker**  
***Kallista landscape***  
 1964  
 etching on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.57

**Murray Walker**  
***Miss Karen***  
 1969  
 linocut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.58

**Murray Walker**  
***My Ballarat memories***  
 1979  
 etching on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.59

**Murray Walker**  
***Old Bill Burns***  
 1966  
 woodcut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.60

**Murray Walker**  
***Old Bill Burns***  
 1966  
 woodcut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.61

**Murray Walker**  
***Once upon a time***  
 1970  
 etching on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.62

**Murray Walker**  
***One of our regular portrait models at 'The Slade' — Old Mears***  
 1962  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.63

**Murray Walker**  
***Our goats are grazing at Kallista***  
 1964  
 woodcut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.64

**Murray Walker**  
***An outdoor still life***  
 1966  
 etching and aquatint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.65

**Murray Walker**  
***Party people***  
 1999  
 monoprint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.66

**Murray Walker**  
***The penetrating eyes***  
 2009  
 monoprint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.67

**Murray Walker**  
***The people in the framed works at the art gallery leave the walls at night***  
 1968  
 linocut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.68

**Murray Walker**  
***The performers***  
 1967  
 etching on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.69

**Murray Walker**  
***The piano accordionist – A busker in Paris (from the Paris poor series)***  
 2012  
 monoprint  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.70

**Murray Walker**  
***A portrait of Sarah***  
 1960  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.71

**Murray Walker**  
***Questions of identity***  
 1982  
 linocut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.72

**Murray Walker**  
***Running girl being watched***  
 1973  
 etching on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.73

**Murray Walker**  
***Self portrait***  
 1983  
 linocut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.74

**Murray Walker**  
***Self portrait***  
 2009  
 monoprint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.75

**Murray Walker**  
***A self portrait in the antique room at 'The Slade'***  
 1962  
 etching and aquatint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.76

**Murray Walker**  
***Sheep and goats at Kallista***  
 1966  
 etching and aquatint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.77

**Murray Walker**  
***Six studies of the the life model***  
 1965  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.78

**Murray Walker**  
***Some gum trees at Kanumbra***  
 1964  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.79

**Murray Walker**  
***Spike and Tilly (The Glenlogie suite)***  
 2005  
 monoprint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.80

**Murray Walker**  
***St Kilda Pier and Once upon a time***  
 1970  
 etching on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.81

**Murray Walker**  
***The trees***  
 1960  
 engraving on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.82

**Murray Walker**  
***Two girls with hats***  
 1965  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.83

**Murray Walker**  
***A visionary***  
 1986  
 woodcut on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.84

**Murray Walker**  
***Wiltshire hills***  
 1962  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.85

**Murray Walker**  
***A Wiltshire landscape***  
 1960  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
 2023.86

**Murray Walker**  
***A Wiltshire laneway***  
 1961  
 drypoint on paper  
 Gift of the artist through the Australian Government's Cultural Gifts Program, 2023.  
 2023.87



**Murray Walker**  
***A Winter's day at Kallista***  
1966  
etching on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.88

**Murray Walker**  
***The young Ilme***  
1983  
linocut on paper  
Gift of the artist through the Australian Government's Cultural Gifts Program, 2023  
2023.89

**Brook Andrew**  
***System***  
2019  
Oil pastel, acrylic, paper, glue, pencil on board  
Donated through the Australian Government's Cultural Gifts Program by Michael Schwarz and David Clouston, 2023.  
2023.90

**Janet Beckhouse**  
***Soul of the redeemer***  
2013  
porcelaneous stoneware and lustre glaze  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023.  
2023.91.a-b

**Marcel Cousins**  
***Phoenix***  
2002  
photographic print on hand-cut Lino  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.92

**Emma Davies**  
***Cross polynate #19***  
2006-2013  
polypropylene  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.93

**Mark Hilton**  
***Shit happens***  
2007  
wood  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.94

**Justine Khamara**  
***Godfinger 1***  
2010  
Collaged colour photographs in perspex box  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.95

**Laith McGregor**  
***Dave***  
2010  
Texta on tarpaulin  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.96

**Rob McLeish**  
***Bung eye***  
2010  
enamel on powder coated aluminium, cast resin plunger  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.97

**Rob McLeish**  
***Wallflower***  
2010  
stainless steel, epoxy resin, wood  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.98

**Sanné Mestrom**  
***Gertrude totem 1***  
2011  
ceramic, ply, Perspex, printed image on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.99.1

**Sanné Mestrom**  
***Gertrude totem 2***  
2011  
ceramic, ply, Perspex, printed image on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.99.2

**David Noonan**  
***Untitled***  
2005  
bleach on cotton  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.100

**Kate Rohde**  
***Garden vase***  
2013  
resin  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.101

**Michael Riley**  
***Untitled (from the series Cloud)***  
2000  
photograph  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.102

**Natalie Ryan**  
***Blue velvet (fox)***  
2010  
taxidermy foam cast, prosthetic eyes, synthetic fibres, foam and wood  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.103.a-b

Janet Beckhouse  
***Soul of the redeemer***  
2013  
porcelaneous stoneware and lustre glaze  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023.  
2023.91.a-b

**Natalie Ryan**  
***Pretty in Pink***

2009  
taxidermy foam cast; prosthetic eyes, jaw, synthetic fibres, foam and wood  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.104.a-b

**Jackson Slattery**  
***Man-made Paradise (Strange days)***

2009-2010  
cast resin, paint, paper, glue  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.105

**Jackson Slattery**  
***'Car' from Small ambition series #14***

2010  
watercolour on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.106

**Mark Smith**  
***Ugly/beautiful***

2021  
giclee digital print on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.107

**Mark Smith**  
***Charm***

2022  
giclee digital print on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.108

**Mark Smith**  
***In***

2022  
giclee digital print on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.109

**Mark Smith**  
***Is it? It is***

2021  
giclee digital print on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.110

**Peter Stephenson**  
***Code red 2***

2002  
oil on linen  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.111

**Elaine Wanatjura Lane**  
***Minyma***

circa 2010  
tjanpi, raffia and wool  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.112

**Elaine Wanatjura Lane**  
***Tjitji***

circa 2010  
minarri grass, raffia, wool and human hair  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.113

**HJ Wedge**  
***(Untitled)***

1997  
synthetic polymer paint on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.114

**Nawurapu Wununmurra**  
***Mokuy***

2012  
natural pigment on Kapok  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.115

**Lena Yarinkura**  
***Tree with bush mice***

2007  
natural ochres, feather and pandanus fibre  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.116

**Anne Zahalka**  
***Gesture I***

1993  
Cibachrome print on Perspex  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.117.1

**Anne Zahalka**  
***Gesture III***

1993  
Cibachrome print on Perspex  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.117.2

**Anne Zahalka**  
***Gesture VII***

1993  
Cibachrome print on Perspex  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.117.3

**Anne Zahalka**  
***Santa's Kingdom***

2004  
Cibachrome print on paper  
Gift of Michael Schwarz and David Clouston through the Australian Government's Cultural Gifts Program, 2023  
2023.118



**Anne Zahalka**  
***Gesture VII***  
1993  
Cibachrome print on  
Perspex  
Gift of Michael  
Schwarz and David  
Clouston through  
the Australian  
Government's Cultural  
Gifts Program, 2023  
2023.117.3

**Robert Fielding**  
***Nganampa Manta, Our Country***  
 2023  
 synthetic polymer paint on linen  
 Purchased with funds from the  
 Gallery of Ballarat Foundation,  
 2023  
 2023.119

**Violet Teague, Geraldine Rede,  
 Ina Gregory**  
***Birds of the sunny south with  
 Australian flowers***  
 circa 1911  
 chromolithographs on paper  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.120

**Eubena Nampitjin**  
***Kunawarrtji***  
 2002  
 synthetic polymer paint on linen  
 Purchased with funds from the  
 Colin Hicks Caldwell Bequest,  
 2023  
 2023.122

**Makinti Napanangka**  
***Untitled***  
 2003  
 synthetic polymer paint on linen  
 Purchased with funds from the  
 Colin Hicks Caldwell Bequest,  
 2023  
 2023.123

**Tim Maguire**  
***Hollyhocks***  
 1991  
 screenprint on paper  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.125

**Judith Wright**  
***The Ancestors 23***  
 2015  
 synthetic polymer paint on cedar  
 panel with found object  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.126

**Judith Wright**  
***The Ancestors 21***  
 2015  
 synthetic polymer paint on cedar  
 panel with found object  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.127

**Judith Wright**  
***The Ancestors 24***  
 2015  
 synthetic polymer paint on cedar  
 panel with found object  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.128

**Judith Wright**  
***The Ancestors 13***  
 2015  
 synthetic polymer paint on cedar  
 panel with found object  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.129

**Judith Wright**  
***The Ancestors 17***  
 2015  
 synthetic polymer paint on cedar  
 panel with found object  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.130

**Isabel McWhannell**  
***Pastoral***  
 1907  
 watercolour on board  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.131

**Julia deVille**  
***Liberty***  
 2012  
 taxidermied finch, diamonds,  
 found object  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.132

**Julia deVille**  
***Neophobia***  
 2013  
 taxidermied rat, diamonds, found  
 objects; display case  
 Purchased with funds from the Art  
 Gallery of Ballarat Foundation,  
 2023  
 2023.133

**Mary Edwards**  
***Poinsettias***  
 1935  
 oil on canvas laid on board  
 Purchased with funds from public  
 donation, 2023  
 2023.134

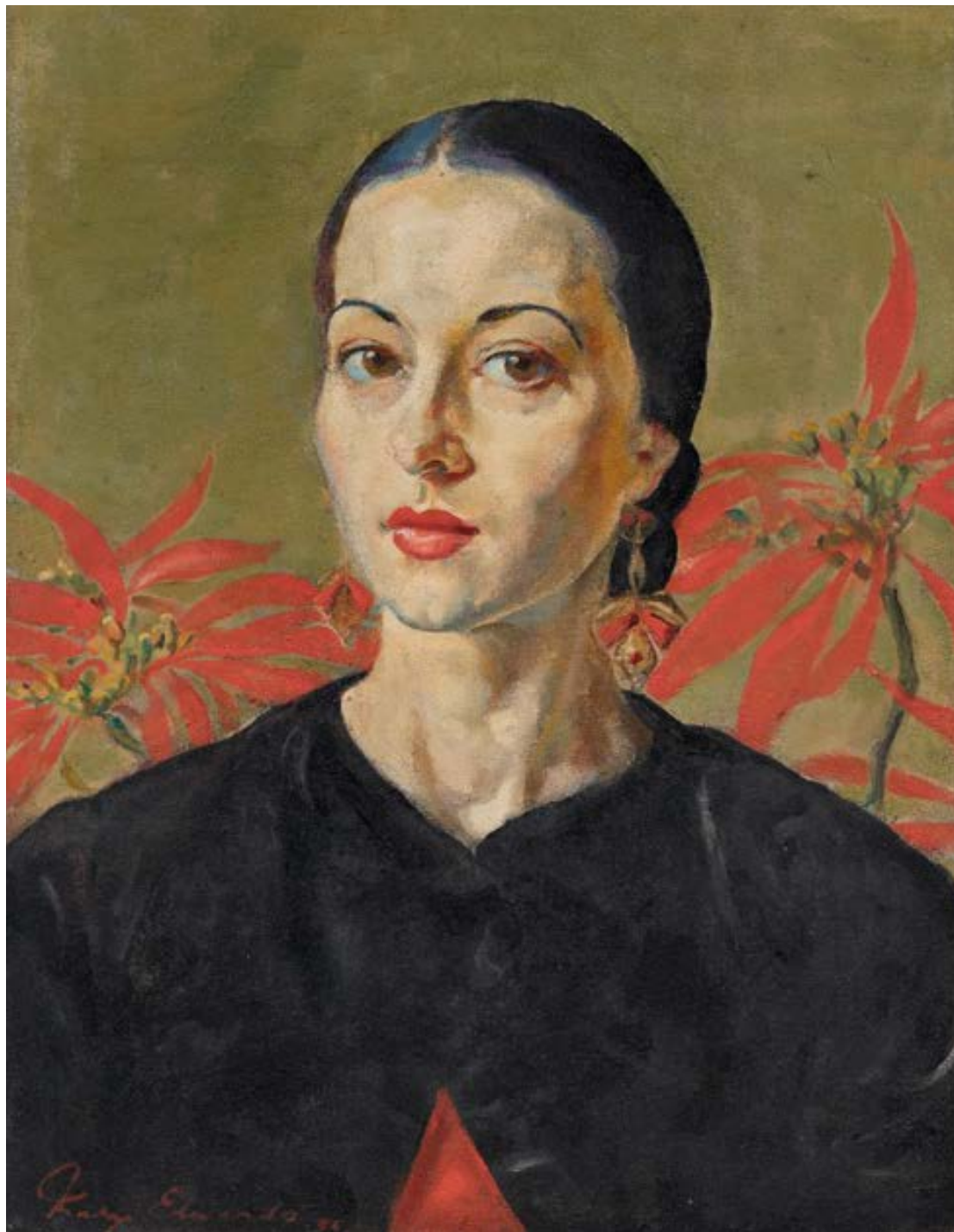
**Tiger Yaltangki**  
***Malpa Wiru (Good friends)***  
 2019  
 synthetic polymer paint on linen  
 Purchased with funds from the  
 Colin Hicks Caldwell Bequest,  
 2023  
 2023.135

**Natasha Bieniek**  
***Silence is golden***  
 2022  
 oil on dibond  
 Purchased with funds from the  
 Colin Hicks Caldwell Bequest,  
 2023  
 2023.136

**Clare Milledge**  
***hUath: let's go do not burn***  
 2023  
 oil on toughened glass, bronze  
 close-readers  
 Purchased with funds from the  
 Colin Hicks Caldwell Bequest,  
 2023  
 2023.137

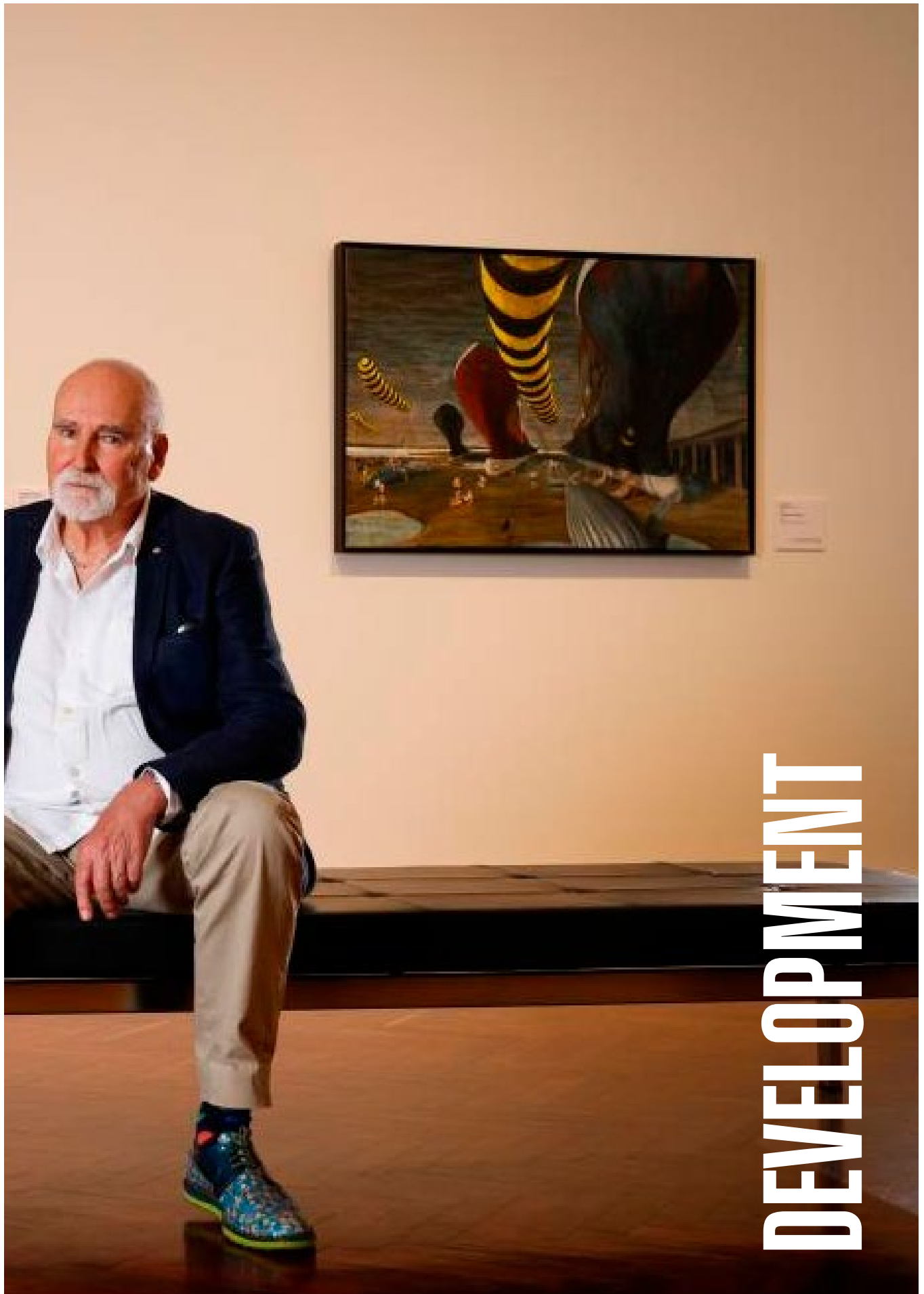
**Clare Milledge**  
***N: dub deep dark***  
 2023  
 oil on toughened glass, reclaimed  
 timber frame (Acacia melanoxylon)  
 Purchased with funds from the  
 Colin Hicks Caldwell Bequest,  
 2023  
 2023.138





Mary Edwards  
*Poinsettias*  
1935  
oil on canvas  
laid on board  
Purchased with funds  
from public donation,  
2023  
2023.134





The year was highly successful for development at the Art Gallery of Ballarat, where the Gallery received more than \$3.5m in donations and grants. The highlight of the year was the transformative gift of John Brack's *The chase* 1959 by the artist's widow, Helen Brack.

The Gallery continued to receive generous support from the Joe White and Hilton White Bequests, and significant pledges were also received from Richard Noon, for the development of a collection of contemporary photographs, and Nick and Sarah Orloff for the commissioning of a works by emerging and female artists.

The Art Gallery of Ballarat also received a generous grant from the Victorian Government's Regional Collections Access Program to upgrade the Skylights in the level 1 galleries. This project will transform the experience of visitors onsite, as well and ensure better environmental conditions for the artworks the Gallery cares for.

## DEVELOPMENT

---

**55**

Donors

**\$344,827**

Philanthropic  
donations and grants

**208**

Works donated

**\$647,376**

Government grants

**\$2.7M**

Value of works  
donated

**\$3.6M**

Total value of  
development income

## FINANCIAL DONORS

Art Gallery of Ballarat Women's Association  
Sally Basser  
Stephen Bigarelli  
Criss Canning  
Colin Hicks Caldwell Bequest  
Vicki Coltman  
David Constantine  
John Davis  
Lynette S Deutscher  
Merle Hathaway  
David Herman  
Hilton White Bequest  
Joe White Bequest  
Sarah Masters  
Lesley McGillivray  
Lynne McLennan  
Scott McQueen  
Helen Menadue  
Sharon Moss  
Valerie Newman  
Sarah and Nick Orloff  
Richard Noon  
Louise Tegart  
Janet Torney  
Sir Wilfred & C H (Roger) Brookes Charitable  
Foundation

## FUNDERS

City of Ballarat  
Creative Victoria  
Regional Arts Victoria (Regional Collections Access  
Program)  
Department of Education and Training Victoria  
(Strategic Partnerships Program)  
Department of Transport  
VicHealth

# SPONSORS

Blue Pyrenees  
Ballarat Living Magazine







The Art Gallery of Ballarat staff, employed by the City of Ballarat, are a dynamic, passionate and hard working group supported by the Art Gallery of Ballarat Board and volunteer Gallery Guides. Together the team ensure that the Gallery is a great place to work.

We were delighted that long term staff member Kiri Smart was successful in obtaining the Acting Curator role while Curator Julie McLaren was on 12 months leave. Kiri was then successful in obtaining the role of Heritage Collections Officer to assist with documenting the City of Ballarat collections. A large number of Casual Visitor Experience Officers were brought on temporarily to assist with the ticketing for the major exhibition *Pre-Raphaelites: Drawings and watercolours*.

Staff undertook a variety of professional development opportunities during the year. Director Louise Tegart continued in her role as President of the Public Galleries Association of Victoria and as a member of the National Cultural Heritage Committee. Assistant Director Engagement Humphrey Clegg continued as a Board member at Red Stitch Theatre.

Following an open recruitment process, in July 2022, the Art Gallery of Ballarat's reconstituted Board commenced operating. Drawn together from a range of industries, the Board has extensive expertise and experience including governance, strategy and development and have a focus on strategy and fundraising. Lynne McLennan was appointed Chair at the first meeting in July. The Gallery was also pleased to participate in the Observership Program and were pleased to invite Daniel Bese from Visit Victoria to join the Board for a period of 12 months.

We were delighted to have the continued support of both the Art Gallery of Ballarat Association and its members as well as the Art Gallery of Ballarat Foundation.

**' All the staff here are so enthusiastic and it is absolutely infectious, we have loved our visit today' – interstate visitor**

**PEOPLE**

---

**14.6**

**Number of Gallery staff  
(FTE)**

**32**

**Volunteer Gallery Guides**

**4560**

**Volunteer hours**

# STAFF

## Director

Louise Tegart

## Assistant Director – Engagement

Humphrey Clegg

## Registrar – Exhibitions and Loans

Victoria Garton

## Curator (on leave from January 2022 – January 2023)

Julie McLaren

## Acting Curator

Kiri Smart

## Exhibition & Graphic Designer

Ben Cox

## Collection Manager

Robyn Hovey

## Heritage Collections Officer

Kiri Smart

## Business Services Officer

Kelly Smith (resigned February 2023)

## Education Officer

Kate Gorman (resigned February 2023)

## Marketing & Public Programs Officer

Peter Freund

## Installation & Facilities Coordinator

Mark Hislop

## Senior Visitor Experience Officer – Retail

Tess Barnard

## Visitor Experience Officer – Retail

Jordyn Smith

## Senior Visitor Experience Officer – Public Programs

Tim Constantine (resigned February 2023)

## Visitor Experience Officer – Venue Hire & Events

Jane Howe

## Visitor Experience Officer – Engagement

Lindsay Bridges

## Visitor Experience Officer – Engagement

Verity Higgins

## Casual Visitor Experience Officers

Abbie Matthews

Amanda Lubberink

Angela Crocombe

Anita Murphy

Brendan Sartori

Donna Walsh

Ellen Eustice

Emma Rowland

Isabel O'Brien

Izzie Sterk

Jacinta Antonelli

Lane Hyde

Lil De Graauw

Pippa Bainbridge

Seiko Hoashi

Rose Kudlicki

Ruskin Black

Sasha Bolster

Shannon Sheppard-Simms

Susan Hyde

Tahlia Roberts

Tara Rain

Valerie Mason

## Casual Art Handlers

Charles King

Jimi Gregg

Jon Paley

Richard Grigg

Toni Hedger

## Casual Educators

Dr Deanne Gilson

Emily Van Der Molen

Pauline O'Shannessy-Dowling

# BOARD

## **Until 30 July 2022**

Mr Ronald Selkirk – Chair  
Cr Mark Harris – Deputy Chair and Treasurer  
Ms Suzanne Walker  
Ms Emma Blee  
Ms Stacey Grose  
Ms Pamela Foulkes – ex-Officio

## **From 30 July 2022**

Ms Lynne McLennan – Chair  
Mr David Herman – Deputy Chair  
Mr Stephen Bigarelli – Treasurer  
Ms Sally Basser  
Mr David Constantine  
Cr Mark Harris  
Ms Emma Blee – Association Representative  
Ms Louise Tegart – ex-Officio

Year in review (2022–23)  
ISSN:

editor: Louise Tegart  
designer: Ben Cox  
printer: Sovereign Press

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40 Lydiard St Nth, Ballarat VIC 3350  
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[artgalleryofballarat.com.au](http://artgalleryofballarat.com.au)

# NO SE F

**OUT FOR  
LEFT BUT  
OR ALL**





#### 8.4. TOURISM MIDWEST VICTORIA SUSTAINABLE DESTINATION MANAGEMENT PLAN AND BALLARAT LOCAL AREA ACTION PLAN

**Division:** Economy and Experience  
**Director:** Martin Darcy  
**Author/Position:** Joel Chadwick – Sustainable Destination Development Coordinator  
Sarah Pilgrim – Executive Manager Visitor Economy

#### PURPOSE

1. To inform Council of the process in the development of the Tourism Midwest Victoria Sustainable Destination Management Plan 2024-2033 and Ballarat Local Area Action Plan 2024-2033.
2. To seek adoption of the Tourism Midwest Victoria Sustainable Destination Management Plan 2024-2033 and Ballarat Local Area Action Plan 2024-2033.

#### BACKGROUND

3. Utilising State Government funding for the preparation of Destination Management Plans and Local Area Action Plans, Tourism Midwest Victoria (TMV), together with Stafford Strategy, have prepared a 10-year Sustainable Destination Management Plan (SDMP) and Ballarat Local Area Action Plan (LAAP).
4. The SDMP delivers strategic actions to support and strengthen the tourism industry for Ballarat, Pyrenees, Moorabool, western Hepburn, and northern Golden Plains. The DMP sets the foundations for sustainable destination growth, prosperity, and development, and balances economic priorities with the social, environmental, and the cultural fabric of the region.
5. The SDMP and LAAP is set within this dynamic environment, which requires taking a local view while being cognisant of the broader visitor economy planning work being undertaken by Tourism Midwest Victoria (TMV), Visit Victoria, and Tourism Australia.
6. The SDMP and LAAP provides a framework to support the ongoing development and growth of the region, ensuring it continues to be sustainable and appealing to locals and visitors alike. It does this by:
  - a. Supporting the development of a collaborative environment between the wider community and industry, which helps businesses to flourish.
  - b. Offering a partnership approach with First Peoples that encourages a better understanding of needs and values, while supporting the development of a collaborative environment between First Peoples, the wider community, and industry.
  - c. Leveraging the existing strengths of the region including its people, natural assets and the built environment, to leverage the recovery of the visitor economy.
  - d. Identifying and supporting the development of new and existing experiences and attractions.
  - e. Encouraging operators to work collaboratively as a region to create a compelling visitor experience.
  - f. Seeking to improve the resilience, skills and networking opportunities for the region's operators.

- g. Connecting the region with its neighbours and partners, working to leverage these connections for the mutual benefit of the community and visitors.
  - h. Recognising the need for stronger regional positioning to illustrate what the region stands for and what the consumer can expect to get from it.
7. The SDMP and LAAP recognises the vital role that partnerships between the government, industry, First Peoples, and community must play to leverage emerging trends and opportunities. It will contribute to building Victoria's Midwest as a sustainable and renowned destination.
  8. The SDMP and LAAP outlines a combination of targeted and tactical short-term and long-term actions to work towards, to help the sector thrive moving forward.
  9. Many of the recommendations build on product gaps identified during the consultation, reflect the success of existing tourism activities, and aim to offer value-added elements to support the region's growth and sustainability.
  10. The SDMP informs the Ballarat Local Area Action Plan (LAAP) for the City of Ballarat. Working with local visitor economy stakeholders, the LAAP prioritises local actions, opportunities, projects, investment, ideas, issues, and solutions to be implemented over the next 10 years.
  11. Alignment to strategic policy and direction such as THRIVE 2030, Experience Victoria 2033, Visit Victoria's Destination Victoria Brand Strategy Playbook, Central Highlands Regional Economic Development Strategy and existing City of Ballarat plans and strategies is critical to the success of the Tourism Midwest Victoria SDMP and LAAP.

## KEY MATTERS

### The process and journey of development

12. An extensive process has been undertaken in the development of the SDMP and Ballarat LAAP that began in August 2023. The process undertaken to date is as follows:



## Engagement and consultation process

13. To develop this SDMP for Tourism Midwest Victoria and LAAP for City of Ballarat, wide collaborative engagement has occurred with the local tourism industry, First Peoples', residents and government agencies. Visitor perceptions were examined via online sentiment assessment. These perspectives and research have shaped the priorities and actions identified as part of this work.
14. The input received from a wide variety of stakeholders was invaluable and provided a key resource for preparing the SDMP.
  - **Tourism industry** – A series of industry and community workshops were held in each local government area throughout the project. Approximately 150 industry representatives and community members were met with. Industry representatives came from a broad mix of sectors, including accommodation, attraction, hospitality and transport.
  - **Community** – A community survey was developed, with 201 responses received. The findings of the survey are included in Appendix 2 of the document.
  - **First Peoples'** – Barengi Gadjin Land Council, Wadawurrung Traditional Owners Aboriginal Corporation, Dja Dja Wurrung Clans Aboriginal Corporation and Eastern Maar Aboriginal Corporation were consulted
  - **Other RTBs/VEPs** – These included Bendigo Regional Tourism and Grampians Tourism
  - **Government agencies** – These included Visit Victoria, Regional Development Victoria, Parks Victoria and the Department of Jobs, Skills, Industry and Regions.
  - **Local government authorities** - These included CEOs, Councillors and members of executive leadership teams. Workshops were also held in each local government area, with staff from various departments in attendance.
  - **Investors and developers** - One-on-one meetings and interviews with developers and investors.

## Strategic direction of the SDMP – What our future looks like and how we'll get there

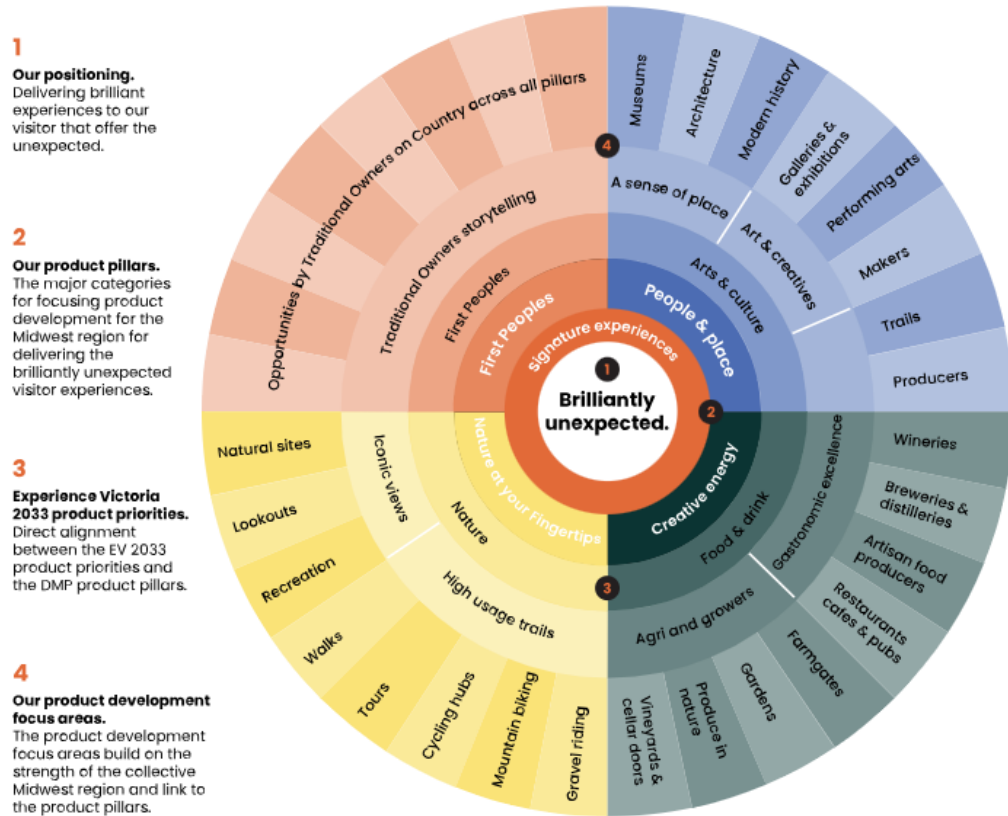
15. Our vision: *In the best possible way, this region is never what you expect. Here, the past, present, tradition, and creativity collide in positively unexpected and harmonious ways to create a distinct cultural offering and offbeat charm that leaves visitors beguiled and entertained in equal measure.*
16. Our values:
  - We will support sustainable tourism growth.
  - We will create our future by leaning into our past and our present.
  - We will embrace and own the contrast of our region.
  - We will champion creative agitation, inspiration and ideas for change to advance our region's reputation as a destination.
  - We will promote collaboration and inclusivity and encourage the respectful exchange of ideas.

17. Our success targets:

	Measure	Target type	Source/benchmark	Current (2023)	Growth	Goal (2033)
Tier 1 Targets	Visitation	Economy, Industry	Visitor numbers to the Midwest region (day and overnight, domestic and international) as per the NVS & IVS.	3.8 million	20%	4.5 million
	Visitor spend	Economy, Industry	Spend by visitors in the Midwest region as per the NVS & IVS.	\$914 million	75%	\$1.60 billion
Tier 2 Targets	Ratio of day to overnight visitors	Economy, Industry	Number of day to overnight visitors as per the NVS & IVS data.	1 : 38	5%	1 : 40
	Average length of stay	Economy, Industry	Visitor nights data divided by visitation data collected from the NVS & IVS	2.1 nights	20%	2.5 nights
	Spend per visitor	Economy, Industry	Total visitor spend data divided by total visitation data captured from the NVS & IVS	\$242	46%	\$353
	Employment	Economy, Community	Tourism employment data from Remplan and Economy ID <i>(sourced from Tourism Satellite account)</i>	2,965 jobs	10%	3,262 jobs

18. Our product pillars:

- a. Midwest Victoria will be known for consistently providing an exceptional and brilliantly unexpected experience. We will do this by delivering products across five curated product pillars:
  - People and place
  - Creative energy
  - Nature at your fingertips
  - First Peoples culture
  - Signature experiences



Enablers		
<b>PRODUCT DEPENDENCIES</b>	<b>SUPPORT ACTIVITIES</b>	<b>GUIDING PRINCIPLES</b>
<ul style="list-style-type: none"> <li>Accommodation</li> <li>Transport and connectivity</li> <li>Hospitality</li> </ul>	<ul style="list-style-type: none"> <li>Visitor Servicing</li> <li>Marketing</li> <li>Industry training and development</li> </ul>	<ul style="list-style-type: none"> <li>Inclusivity</li> <li>Accessibility</li> <li>Sustainability</li> <li>Community wellbeing</li> </ul>

b. TMV will deliver this SDMP and tourism across the areas of (our way or working):

- Sustainability
- Accessibility
- Inclusivity
- First Peoples engagement and partnerships
- Community wellbeing

**Our priority action plan themes**

19. Six priority action themes have been identified within the SDMP and outline 40 key guiding actions that will assist the region to achieve its vision and build a stronger visitor economy.

20. **A thriving visitor economy ecosystem** – building a stronger, more resilient visitor economy ecosystem through collaboration, planning and advocacy. Tourism Midwest Victoria is eager to continue to build a strong, resilient and thriving visitor economy ecosystem for the benefit of its communities.

- a. This will require the following:
  - Stronger collaboration and communication between stakeholders (across both the public and private sectors).
  - Greater resourcing, investment and advocacy.
  - Stronger levels of engagement to grow resident awareness and pride of tourism-related achievements, activities and the value tourism brings to their community.
  - Ensuring coordinated advocacy efforts for Midwest Victoria helping to profile the region and its positioning, as well as to garner support for projects outlined in this SDMP for investment and funding consideration.
  - Developing a consistent and agile response to emergencies, crises and climate action.
- b. Action subthemes:
  - Advocacy
  - Community engagement
  - Crisis management
  - Funding
  - Industry partner programs
  - Governance
  - Research and data
  - Tourism Midwest Victoria resourcing

21. **Building our reputation and positioning** - we want to identify the voice of the region and continue to amplify this through internal and external channels to drive visitation, investment and positioning. We want to continue to build on our reputation as a compelling visitor destination offering authentic experiences to our visitors. These experiences are showcased across our five product pillars of signature experiences, people and place, creative energy, nature at your fingertips and First Peoples culture.

- a. To achieve this will require the following:
  - Ensuring all stakeholders understand and can confidently share our story with our visitors. This will help ensure that all visitors, irrespective of why they are visiting or where they are visiting from, can understand the values that underpin our brand.
  - Making sure our host community are supportive of the visitor economy to help grow civic pride and to assist in creating stronger connections.
  - Encouraging regional partners to combine their efforts to increase investment in targeted marketing through an evidence-based and insight-led approach.
- b. Action subthemes:
  - Brand
  - Commitment to sustainability
  - Community as hosts
  - International
  - Regional agritourism positioning
  - Visitor servicing

22. **Enhancing our products, experiences and accommodation** - we offer captivating experiences for our visitors that will also help improve the liveability of our communities. Stakeholders across Midwest Victoria have a strong desire to increase visitor length of stay, generate greater visitor spending and activate our night-time economy.

- a. To achieve this, the following is required:
    - Strong alignment between the destination marketing messages and the visitor experience.
    - Further investment into existing attractions, experiences and accommodation products to refresh and realign them with changing visitor market expectations.
    - Develop original, new tourism experiences and accommodation that will help shape a compelling, must-visit destination.
  - b. Action subthemes:
    - Arts, culture and heritage experience development
    - Food and drink experience development
    - Major projects and master planning advocacy
    - Nature experience development
    - Night-time economy
    - Advocacy and support for planning frameworks
    - Supporting First Peoples' to pursue self-determined and self-sufficient opportunities
    - Unique quality accommodation
- 23. Improving our infrastructure, placemaking and accessibility** - ensuring infrastructure investment enables a foundation to create, grow and enhance the long-term potential for new visitor economy products and services. Midwest Victoria has a growing visitor economy and this growth is likely to continue due to our proximity to Melbourne and major regional centres.
- a. There is a need to:
    - Ensure investment in new tourism infrastructure.
    - Advocate for investment in transport connections, placemaking, accessibility enhancements and visitor services.
  - b. Action subthemes:
    - Accessibility
    - Connected public transport
    - Digital connectivity
    - Event infrastructure
    - Integrated transport planning
    - Investment attraction
    - Parks Victoria infrastructure
    - Placemaking, public realm, beautification
    - Signage and wayfinding
    - Tracks and trails
- 24. Growing destination-driving events** - we want to curate destination-driving events that drive year-round visitation and deliver Brilliantly Unexpected experiences for our visitors. Events and festivals are an important component of our visitor economy, assisting with growing overnight visitor expenditure and stimulating visitation in off-peak periods. Our proximity to Melbourne, our existing accommodation base and our tourism assets make our region an ideal location to host a diverse range of events and festivals.
- a. This theme focuses on:
    - Identifying events aligned with the region's comparative strengths and product pillars.
    - Utilising our assets to build a strong events brand.
    - Growing the business and conferencing events sector to develop a robust and sustainable year-round visitor economy.

- b. Action subthemes:
  - Destination driving events
  - Business events attraction
  - Event transport infrastructure

25. **Making our industry resilient** – a resilient industry, driven by collaboration, communication and ongoing skills training, will help deliver a higher quality and more consistent visitor experience. The quality of a visitor's destination experience relies heavily on service delivery across many sectors including accommodation, food and beverage, retail, tours, transport and attractions. To deliver a high-quality visitor experience, the industry needs to be supported to develop and continue to update their organisational skills and knowledge.

- a. This theme focuses on:
  - Fostering industry development via continued engagement, collaboration and training to build a robust, empowered and visitor-ready industry
  - Providing quality research and insights to assist industry to make informed decisions
  - Maintaining ongoing strategic partnerships and collaborations
- b. Action subthemes:
  - Enhancing capacity to deliver meaningful experiences
  - Industry engagement
  - Industry strengthening
  - Research and insights
  - Stakeholder partnerships and collaborations

### **Ballarat Local Area Action Plan**

26. Tourism Midwest Victoria in collaboration with the City of Ballarat has developed this Local Area Action Plan (LAAP). The LAAP has been developed to align directly under the regional Sustainable Destination Management Plan (SDMP). The SDMP seeks to:
- a. Unite a new tourism region in times of unprecedented economic uncertainty
  - b. Pursue growth while balancing the differing needs and wants of industry, visitors and residents; and
  - c. Adopt a sustainable approach to tourism development creating lasting benefits for Midwest communities.
27. This LAAP focuses on City of Ballarat specific recommendations to help guide the City's visitor economy over the next ten years and reflects the needs and responsibilities of the city's First Peoples' organisations, community, industry, and Council.

### **Priority projects that were identified in the LAAP:**

#### **28. 4-5-star branded hotel in CBD**

- a. *Rationale:* A new 4-5 star, larger-scale branded property in Ballarat CBD would fill a product gap in the marketplace and offer an accommodation option to meet the needs of business and event attendees, conference coordinators. E.g. Art Series Hotel.

#### **29. Lydiard Street Public Realm Revitalisation**

- a. *Rationale:* One of the grandest Victorian era streetscapes in the country, Lydiard Street connects Ballarat Railway Station with many of city's flagship cultural institutions, restaurants, and tourism attractions.



- b. As identified in the City of Ballarat Visitor Arrival Master Plan, the Lydiard Street Public Realm Revitalisation project will support activation, greenification and illumination of this important throughfare, enhancing the arrival experience for pedestrians.

**30. Develop 2-3 long destination events for Ballarat aligned with destination positioning for Ballarat**

- a. *Rationale:* Leveraging the success of Ballarat International Foto Biennale, which is held every two years over three months in Ballarat, the potential exists to look to introduce two to three additional major destination events held over a one-to-three-month period aligned to Ballarat and TMV's brand positioning.

**31. Ballarat Arts and Cultural Area business case development**

- a. *Rationale:* A revitalised Arts and Cultural precinct anchored by key City of Ballarat cultural venues including the Art Gallery of Ballarat and the Ballarat Mining Exchange, creating a vibrant arts hub.
- b. Enhancing this precinct within the Ballarat CBD will directly benefit both residents and visitors.

**32. Sovereign Hill Gold Pavilion**

- a. *Rationale:* Create a new arrival experience at Sovereign Hill, including the delivery of a major new visitor experience. The new arrival precinct will increase capacity to serve Sovereign Hill's forecast visitor growth, enable Sovereign Hill to meet contemporary visitor expectations, increase accessibility and inclusion, and provide a compelling new First Peoples welcome

**33. Armstrong Street North as a CBD visitor economy hub/gathering place**

- a. *Rationale:* Ballarat is becoming increasingly well-known for its food offer, home to three hatted restaurants as well as several other high-quality and diverse restaurants, bars, and cafés.
- b. There is a need, however, to elevate the profile of Armstrong Street North as a visitor economy hub and gathering place. This could include investigating the following:
  - High-quality streetscape plantings;
  - Attractive evening lighting;
  - Outdoor dining;
  - Wide pavements;
  - Retractable awnings and/or umbrellas;
  - Pedestrian passageway between buildings and outdoor tables.

**34. National Centre for Photography**

- a. *Rationale:* The heritage-listed Union Bank building is currently being renovated to house the National Centre for Photography and serve as a hub for the Ballarat International Foto Biennale. This multistage project includes galleries, creative residency spaces and a photo lab, as well as accessible restrooms.

**35. Repositioning and marketing Ballarat**

- a. *Rationale:* Invest in strategic marketing and communications that elevate Ballarat's positioning and increase awareness among target demographics. To effectively stand apart and increase market share, all activity must respond to, and evolve with, consumer trends, data and research.

## OFFICER RECOMMENDATION

### **36. That Council:**

**36.1 Adopt the attached Tourism Midwest Victoria Sustainable Destination Management Plan 2024-2033.**

**36.2 Adopt the attached Ballarat Local Area Action Plan 2024-2033.**

## ATTACHMENTS

1. Governance Review [8.4.1 - 3 pages]
2. FINAL COB 0324 Tourism Midwest SDMP V10 [8.4.2 - 37 pages]
3. Tourism Midwest Victoria SDMP appendices (1) [8.4.3 - 41 pages]
4. City of Ballarat LAAP final [8.4.4 - 80 pages]

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**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. Alignment with Goal 1 of Council Plan: An environmentally sustainable future.
2. Alignment with Goal 2 of Council Plan: A healthy, connected and inclusive community.
3. Alignment with Goal 3 of Council Plan: A city that fosters sustainable growth.
4. Alignment with Goal 4 of Council Plan: A city that conserves and enhances our natural and built assets.
5. Alignment with Goal 5 of Council Plan: A strong and innovative economy.
6. Alignment with Ballarat Traveller Experience Plan 2021-2030 and Ballarat Visitor Economy Strategy 2021-2024.

**COMMUNITY IMPACT**

7. A sustainable tourism approach, as adopted by this Tourism Midwest Victoria Sustainable Destination Management Plan, aims to maximise the positive contributions while minimising any adverse effects. We will seek to enhance community wellbeing through the following:
  - a. Consistent and ongoing engagement - An engaged community actively participates in, and benefits from, tourism.
  - b. Inclusive decision-making processes, local input in tourism planning and opportunities for community members to share their knowledge and traditions contribute to community wellbeing.
8. This SDMP ensures there is engagement with the community at a local and regional level on an ongoing basis.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

9. The Tourism Midwest Victoria Sustainable Destination Management Plan has been developed to drive sustainable tourism outcomes. Environmental implications include supporting the circular economy, supporting the sustainable use of resources and minimising waste and carbon footprint.
10. All priority action plan themes have been aligned with United Nations Sustainable Tourism Development goals.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

11. The implementation of the Tourism Midwest Victoria Sustainable Destination Management Plan will provide economic benefits from an increase in footfall, both from visitors and locals exploring and spending more.
12. Increase in visitor spend through dispersal and increasing dwell time in the region and Ballarat specifically.
13. Creates jobs and quality business attraction into the region through enhanced activation and activity.

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**FINANCIAL IMPLICATIONS**

14. Tourism Midwest Victoria will be the primary funder of the implementation of regional priorities identified in the SDMP.
15. Planned future budget bids will take place to assist with implementation of the Ballarat Local Area Action Plan.
16. Co-contribution funding will also be sought from the private sector, and funding agencies for key projects.

**LEGAL AND RISK CONSIDERATIONS**

17. Permits required and further public/industry consultation for the proposed priority projects.
18. Timeframes.
19. Heritage overlays.
20. State Government funding agreements.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

22. Wide collaborative engagement has occurred with the local tourism industry, First Peoples, residents and government agencies. Visitor perceptions were also examined via online sentiment assessment. These perspectives and research have shaped the priorities and actions identified as part of this work.
  23. The input received from a wide variety of stakeholders was invaluable and provided a key resource for the consultants preparing the SDMP.
    - **Tourism industry** – A series of industry and community workshops were held in each local government area throughout the project. Approximately 150 industry representatives and community members were met with. Industry representatives came from a broad mix of sectors, including accommodation, attraction, hospitality and transport.
    - **Community** – A community survey was developed, with 201 responses received. The findings of the survey are included in Appendix 2 of the document.
    - **First Peoples** – Barengi Gadjin Land Council, Wadawurrung Traditional Owners Aboriginal Corporation, Dja Dja Wurrung Clans Aboriginal Corporation and Eastern Marr Aboriginal Corporation were consulted
    - **Other RTBs/VEPs** – These included Bendigo Regional Tourism and Grampians Tourism
    - **Government agencies** – These included Visit Victoria, Regional Development Victoria, Parks Victoria and the Department of Jobs, Skills, Industry and Regions.
- 

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- **Local government authorities** - These included CEOs, Councillors and members of executive leadership teams. Workshops were also held in each local government area, with staff from various departments in attendance.
- **Investors and developers** - One-on-one meetings and interviews with developers and investors.

#### **GENDER EQUALITY ACT 2020**

24. There are no gender equality implications identified for the subject of this report.

#### **CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

25. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

#### **PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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# **2024-2033** Sustainable Destination Management Plan

## Acknowledgement of Country

Across Victoria's Midwest, we acknowledge that we travel across the ancient landscapes of many First Peoples communities.

These lands have been nurtured and cared for over tens of thousands of years and we respect the work of Traditional Custodians for their ongoing care and protection.

We recognise the past injustices against Aboriginal and Torres Strait Islander Peoples in this country. As our knowledge grows, we hope that we can learn from their resilience and creativity that has guided them for over 60,000 years.

As we invite people to visit and explore Victoria's Midwest, we ask that alongside us, you also grow to respect the stories, living culture and connection to Country of the Ancestors and Elders of our First Peoples.



## Foreword

On Tuesday 1 July 2023, we launched Tourism Midwest Victoria (TMV), the state's first Visitor Economy Partnership (VEP). One of our first tasks has been the development of this Sustainable Destination Management Plan, a roadmap of our goals and aspirations for the next 10 years.

As a newly-formed region with an incredible and growing visitor economy, there are many exciting possibilities for collaboration that will establish the region as a sustainable and vibrant destination. As I participated in the planning sessions that helped form the basis of this plan, I was inspired by the commitment and vision of our industry and government supporters.

As we recover from the effects of the past few years and look to a future in a challenging economic environment, we recognise that, now more than ever, being clear on where we are going as an industry is key. If you are a part of the region's visitor economy, think of this as a blueprint for how Tourism Midwest Victoria, local government and industry can work together to maximise emerging opportunities.

This document focuses on identifying the strengths that we can leverage and the opportunities to address any existing gaps so we can enhance the desirability of our region to visitors. As a newly-formed VEP, we come at tourism with varied product maturity, market positioning and understanding of our visitors. Blending these differences into a shared vision is how we will achieve the best outcomes.

I am both proud and inspired by this region and look forward to enacting this plan to create a truly unexpected region for visitors and community to enjoy together, both now and into the future.

**The Hon. John Pandazopoulos**  
Tourism Midwest Victoria Chair

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The development of this plan was funded by the Victorian Government.  
All images have been sourced from Tourism Midwest Victoria's image library.

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In the best possible way, this region is never what you expect. Here, the past, present, tradition, and creativity collide in positively unexpected and harmonious ways to create a distinct cultural offering and offbeat charm that leaves visitors beguiled and entertained in equal measure.

## Executive summary

As a newly formed Visitor Economy Partnership (VEP), Tourism Midwest Victoria sets out this Sustainable Destination Management Plan (SDMP) as a blueprint for the development of the visitor economy over the next 10 years.

Victoria's Midwest is located about 1.5 hours northwest of Melbourne. Our catchment takes in the City of Ballarat and the shires of Pyrenees, Moorabool, Golden Plains (south of Ballarat to Rokewood), and Hepburn (Creswick and Clunes).

As a region and destination, we are undertaking a concerted effort to redefine how we are perceived by visitors and locals alike.

This plan sets a direction that everyone operating in the tourism industry can adopt, and outlines what we need to do to stand apart with our own distinct voice, personality and story.

The Plan's contents are designed to be a decision-making tool for product development, investment, prioritisation, and marketing. It also highlights how our region will embrace the directions outlined in Experience Victoria 2033 to contribute to the development and growth of the broader Victorian visitor economy.

Shaped by those it benefits, the Plan is intended to unite a new tourism region in times of unprecedented economic uncertainty. It will achieve this by balancing the differing needs and desires of the tourism industry, the region's First Peoples' organisations, visitors and residents.

Adopting a sustainable approach to tourism development, the Plan also informs how to balance increased visitation to our region while creating lasting benefits for Midwest Victoria's growing communities.

For the Plan to truly succeed, it will require a united approach. Only together can we shape the next chapter of the Midwest Victoria's rich and vibrant story and nurture the region's growing reputation as a diverse, inclusive and progressive destination.

This Plan stands as a resource for everyone to better understand the strengths and challenges of Midwest Victoria's tourism landscape. For industry particularly, it helps identify opportunities for collaboration and growth. With this blueprint, all levels of government can also clearly see the work required to support supply, to drive demand and to build a collaborative legacy for the region

It has been developed with three core foundations at its centre. These foundations – our product pillars, ways of working and themes – inform the targeted and tactical short-term and strategic long-term actions we need to work towards.

As you read through this document, we ask that you keep these foundations top-of-mind. Together, they underpin how we will deliver on our aspiration of enhancing the desirability of our region and to support its growth and sustainability.

### Our product pillars

This plan embraces our destination positioning *Brilliantly Unexpected* to shape the supply of product within five key pillars. A healthy supply of new experiences and attractions, and the strategic development of existing product with reference to our positioning, will reinforce our reputation in a market where regional differentiation will remain a challenge.

We have respectfully separated First Peoples' culture and history, from the region's modern history and culture post settlement. To avoid future risk of homogenising culture and appropriating history, we have chosen not to create a history/heritage pillar, preferring instead to incorporate the region's respective histories into either First Peoples' culture or people and place.

### Our way of working

These guiding principles outline how we will deliver this Plan across the areas of sustainability, accessibility, inclusivity, First Peoples' engagement and partnerships, and community wellbeing.

They represent our region's commitment, form the basis of every decision we make and ultimately define how we will measure success.



#### First Peoples

Acknowledge, celebrate and elevate First Peoples' history and culture (past and present). Uplift First Peoples' stories and leverage their involvement to add value and depth to our visitor economy.



#### People and place

The region, post settlement, is 185 years old. This pillar is designed to tell the entirety of the story post settlement – a story woven through its people and enmeshed in place.



#### Creative energy

Showcase and acknowledge the region's diverse and artistic community along with its vibrant and innovative business offerings to generate attention and prompt visitation.



#### Sustainability

Promoting sustainable practice by including communities in tourism planning and development, ensuring conservation of the natural environment, and ensuring respect for local customs and traditions.



#### Accessibility

Providing experiences, facilities and services that are accessible and enjoyable for all.



#### Inclusivity

Creating inclusive experiences and actively addressing the needs and preferences of a diverse range of visitors.



#### Nature at your fingertips

Invite visitors to immerse themselves in the region's natural surrounds by taking in the views, the tracks and trails, or enjoy the produce that comes from the earth.



#### Signature experiences

Enhance and nurture the cultural, artistic and events landscape of the region. Ensure investment continues to enhance new and existing experiences, ensuring they leave the visitor surprised, provoked and inspired to return.



#### First Peoples' engagement and partnerships

Working with our five First Peoples' organisations to develop and promote tourism experiences that deepen visitor's connection to country.



#### Community wellbeing

A sustainable approach will ensure that the positive effects of tourism are promoted through consistent and ongoing engagement, education and awareness.

### Our action plan themes

Each of these themes pinpoint the way our region will achieve our overall social and economic impact targets by 2033 through detailed actions that describe steps, tasks and resources vital to their completion.



**A thriving visitor economy**  
Building a stronger, more resilient visitor economy ecosystem through collaboration, planning and advocacy.



**Building our reputation and positioning**  
We want to identify the voice of the region and continue to amplify this through internal and external channels to drive visitation, investment and positioning.



**Enhancing our products, experiences and accommodation**  
We offer captivating experiences for our visitors that will also help improve the liveability of our communities.



**Improving our infrastructure, placemaking and accessibility**  
Ensuring infrastructure investment enables a foundation to create, grow and enhance the long-term potential for new visitor economy products and services.



**Growing destination-driving events**  
We want to curate destination-driving events that drive year-round visitation and deliver *Brilliantly Unexpected* experiences for our visitors.



**Making our industry resilient**  
A resilient industry, driven by collaboration, communication and ongoing skills training, will help deliver a higher quality and more consistent visitor experience.

### Social and economic impacts

Together, we have the potential to make a notable impact on the value of the region's visitor economy.

By 2033, we aspire to



welcome **4.5 million** visitors to the region



who will contribute **\$1.6 billion** to our local economies by increasing overnight stays



and uplifting employment in the sector to **3262 jobs**

## Overview

The region is unexpected in the most impressive and enjoyable ways. A place filled with glorious contrast, holistic culture, distinct creativity and vibrant communities.

With a newly formed Visitor Economy Partnership, the potential exists for the region to become a leading and contemporary cultural, artisanal visitor destination in Victoria.

The SDMP has been developed to guide the ongoing growth of the visitor economy and reflect the needs and responsibilities of the region's First Peoples' organisations, community, industry and local government authorities.

The challenges of recent years, including the COVID-19 pandemic and cost-of-living crisis, have resulted in a substantial shift in the narrative of tourism. Along with this, the way domestic and international visitors seek, plan and consume travel, business and holiday experiences has changed significantly.

Across the country, a far greater emphasis has been placed on achieving stronger visitor yield rather than focusing on generating higher visitor numbers. This also ties into a desire for greater sustainability.

This plan is set within this dynamic environment, which requires taking a local view while being cognisant of the broader visitor economy planning work being undertaken by Tourism Midwest Victoria (TMV), Visit Victoria and Tourism Australia.

This plan provides a framework to support the ongoing development and growth of the region, ensuring it continues to be sustainable and appealing to locals and visitors alike. It does this by:

- Supporting the development of a collaborative environment between the wider community and industry – one that helps businesses to flourish.
- Offering a partnership approach with First Peoples' that encourages a better understanding of their needs and values, while supporting the development of a collaborative environment between First Peoples, the wider community and industry.

- Leveraging the existing strengths of the region including its people, history, natural assets and the built environment to support the recovery of the visitor economy.
- Identifying and supporting the development of new and existing experiences and attractions.
- Encouraging operators to work collaboratively as a region to create unique visitor experiences.
- Seeking to improve the resilience, skills and networking opportunities for the region's operators.
- Connecting the region with its neighbours and partners, working to leverage these connections for the mutual benefit of the community and visitors.
- Recognising the need for stronger regional positioning to illustrate what the region stands for and what the visitor can expect to get from it.

The SDMP recognises the vital role that partnerships between the government, industry, First Peoples and community must play to leverage emerging trends and opportunities.

This plan outlines a combination of targeted and tactical short-term and strategic long-term actions to work towards to help the sector thrive moving forward.

Many of the recommendations build on product gaps identified during the consultation, reflect the success of existing tourism activities and aim to offer value-added elements to support the region's growth and sustainability.

## Our current visitation snapshot

Midwest Victoria has a resilient and thriving visitor economy. In 2023, the region attracted 3.8 million visitors who collectively injected \$914 million into the regional economy. Despite grappling with the effects of the COVID-19 pandemic, the region has demonstrated much resilience. Visitation in 2023 approached pre-pandemic levels, driven by a domestic visitor market actively seeking an accessible regional destination.

Figure 1: Visitor profile snapshot 2023 (September YE)<sup>1</sup>



<sup>1</sup> National and International Visitor Survey, Tourism Research Australia. Based on three-year averages, with the exception of COVID-19 impacted data from 2020 to 2023.



Wild clay workshop  
Credit: Matt Dunne

## Our strategic framework

Table 1 outlines the strategic framework that has guided the development of the SDMP and, in particular, the product development and opportunities analysis. The plan has been developed with state government strategies in mind, specifically demonstrated in the alignment between the Experience Victoria 2033 product priorities and the product pillars outlined in this plan.

Table 1: Strategic framework guiding the Sustainable Destination Management Plan

<p><b>Statewide brand guiding marketing and product development</b></p>	
<p><b>Experience Victoria 2033 Statewide tourism strategy for Victoria</b></p> <p><b>Product priorities</b></p> <ul style="list-style-type: none"> <li>• Arts and culture</li> <li>• First Peoples</li> <li>• Food and drink</li> <li>• Nature</li> <li>• Wellness</li> <li>• 10 key settings<sup>1</sup></li> </ul>	
<p><b>Tourism Midwest Victoria Sustainable Destination Management Plan</b></p> <p><b>Product pillars</b></p> <ul style="list-style-type: none"> <li>• Creative energy</li> <li>• First Peoples</li> <li>• Nature at your fingertips</li> <li>• People and place</li> <li>• Signature experiences</li> </ul>	<p><b>Tourism Midwest Victoria Local Area Action Plans</b></p> <ul style="list-style-type: none"> <li>• City of Ballarat Local Area Action Plan</li> <li>• Moorabool Shire Local Area Action Plan</li> <li>• Pyrenees Shire Local Area Action Plan</li> <li>• Northern Golden Plains Shire Local Area Action Plan</li> <li>• Western Hepburn Shire Local Area Action Plan</li> </ul>

<sup>1</sup>Data and Insights, Workforce, Drive Demand, Aviation And Transport, Investment And Project Facilitation, Industry Excellence, Digital Connectivity, Community Engagement And Visitor Servicing.

## Our plan on a page

### OUR VISION

In the best possible way, this region is never what you expect. Here, the past, present, tradition, and creativity collide in positively unexpected and harmonious ways to create a distinct cultural offering and offbeat charm that leaves visitors beguiled and entertained in equal measure.

### OUR VALUES

- We will support sustainable tourism growth.
- We will create our future by leaning into our past and our present.
- We will embrace the contrast of our region and own it, without judgement or fear.
- We will champion creative agitation, inspiration, and ideas for change to advance our region's reputation as a destination.
- We will promote collaboration and inclusivity, and encourage the respectful exchange of ideas.

### OUR PRODUCT PILLARS

- First Peoples
- People and place
- Creative energy
- Nature at your fingertips
- Signature experiences

### OUR WAY OF WORKING

- Sustainability
- Accessibility
- Inclusivity
- First Peoples engagement and partnerships
- Community wellbeing

### ACTION PLAN THEMES

#### A thriving tourism ecosystem

- Advocacy
- Community engagement
- Crisis management
- Funding
- Industry Partner programs
- Governance
- Research and data
- Tourism Midwest Victoria resourcing

#### Destination brand and positioning

- Brand
- Commitment to sustainability
- Community as hosts
- International
- Regional agritourism positioning
- Visitor servicing

#### Product, experience and accommodation

- Arts, culture and heritage experience development
- Food and drink experience development
- Major projects and master planning advocacy
- Nature experience development
- Night-time economy
- Advocacy and support for planning frameworks
- Supporting First Peoples to pursue self-determined and self-sufficient opportunities
- Unique quality accommodation

#### Infrastructure, placemaking and accessibility

- Accessibility
- Connected public transport
- Digital connectivity
- Event infrastructure
- Integrated transport planning
- Investment attraction
- Parks Victoria infrastructure
- Placemaking and public realm beautification
- Signage and wayfinding
- Tracks and trails

#### Events

- Destination driving events
- Business events attraction
- Event transport infrastructure

#### Industry development

- Enhancing capacity to deliver meaningful experiences
- Industry engagement
- Industry strengthening
- Research and insights
- Stakeholder partnerships and collaborations

### SOCIAL AND ECONOMIC IMPACT

#### MEASURING THE VALUE OF THE VISITOR ECONOMY

##### TIER 1 TARGETS – 2033



##### TIER 2 TARGETS – 2033



Nimons Bridge  
Credit: We Are Explorers

## Process for developing our plan

### Overview

Tourism Midwest Victoria has developed this 10-year plan for the region which comprises the local government areas (LGAs) of Ballarat, Pyrenees and Moorabool as well as the western part of Hepburn and the northern part of Golden Plains. The overarching purpose of the SDMP is to:

- Develop a strategic plan for the region that will support a strengthened recovery.
- Lay the foundations for sustainable destination growth, prosperity and development that balances economic priorities with the social, environmental, and cultural fabric of the region.
- Ignite a stronger, more resilient visitor economy for the region over the next 10 years.

In addition to the SDMP, the project also includes the development of three Local Area Action Plans (LAAPs) for the Ballarat, Pyrenees and Moorabool regions along with a synthesis of plans for Hepburn and Golden Plains to align with existing LAAPs in their respective regions. These have been completed in partnership with the relevant local government authorities.

This SDMP is informed by independent research and analysis, as well as consultation with First Peoples' organisations, industry representatives, community groups, businesses, local government staff and councillors, and government stakeholders.

### Preparing our plan

The following investigations and inputs were undertaken or reviewed to inform this SDMP (Figure 2).

Figure 2: Sustainable Destination Management Plan methodology



### A collaborative approach

To develop this SDMP, wide engagement occurred with First Peoples' organisations, the local tourism industry, residents and government agencies. Visitor perceptions were also examined via online sentiment assessment. These perspectives and additional research have shaped the priorities and actions identified in this plan.

Table 2 provides a summary of those consulted. A full list of those consulted has been included in Appendix 1.

Table 2: Consultation summary

	First Peoples – Barengi Gadjin Land Council, Wadawurrung Traditional Owners Aboriginal Corporation, Dja Dja Wurrung Clans Aboriginal Corporation and Eastern Maar Aboriginal Corporation were consulted via 1:1 engagement. Each organisation also provided feedback on the draft SDMP.
	Tourism industry – A series of industry and community workshops were held in each local government area throughout the project. Approximately 150 industry representatives and community members were met with. Industry representatives came from a broad mix of sectors, including accommodation, attractions, hospitality and transport.
	Government agencies – Visit Victoria, Regional Development Victoria, Parks Victoria, and the Department of Jobs, Skills, Industry and Regions.
	Community – A community survey was circulated, with 201 responses received. The findings of the survey are included in Appendix 2.
	Local government authorities – These included CEOs, councillors and members of executive leadership teams. Workshops were also held in each local government area, with staff from various departments in attendance.
	Investors and developers – One-on-one meetings and interviews with developers and investors.
	Other RTBs/VEPs – Bendigo Regional Tourism and Grampians Tourism.

## Phrases and concepts to know

There has been a considerable shift in how destinations view and interact with visitors to ensure tourism benefits the community more broadly. As a result, new concepts and terminology have been introduced to outline the procedures required to achieve these benefits. These are outlined in Table 3. A glossary has also been included in Appendix 3.

Table 3: Terms to know

Term	Description	Relevance to this plan
<b>Sustainable tourism</b>	Sustainable tourism aims to minimise the negative impacts of tourism on the environment, society and economy. It involves practices that seek to preserve natural resources, protect cultural heritage and support local communities. It often follows principles such as reducing carbon footprints and promoting conservation efforts.	This SDMP adopts a sustainable approach to tourism, seeking to identify mechanisms to mitigate any negative impacts tourism may have on the region's economy.
<b>Regenerative tourism</b>	Regenerative tourism goes beyond sustainability by actively working to restore and enhance the destination. The goal is to contribute positively to the environment and communities, and includes initiatives such as reforestation projects, wildlife conservation and community development programs.	This SDMP has been guided by a regenerative tourism approach to decision-making, governance and implementation. The underlying objective is for Midwest Victoria to be left in a better state than it was before.
<b>Stewardship</b>	Stewardship refers to the responsible and sustainable management of natural and cultural resources by those involved in the tourism industry. Stewardship involves taking care of and preserving the environment, local communities and cultural heritage to ensure that the impact of tourism is positive and sustainable.	For the purpose of this plan, stakeholders involved in tourism across Midwest Victoria are viewed as stewards and caretakers of the region's environment, community and culture.
<b>Value of the visitor economy</b>	Measuring the value of the visitor economy involves a range of qualitative and quantitative assessments, incorporating economic, social, environmental and cultural data.	This SDMP acknowledges that the value of the visitor economy cannot simply be measured through economic measures – there are a host of social, cultural and environmental benefits that can be created from a sustainable visitor economy. This plan therefore adopts a range of qualitative and quantitative targets to measure success.
<b>Climate action</b>	Climate action in the context of tourism refers to efforts and initiatives taken within the industry to mitigate and adapt to climate change.	Recommendations outlined in this plan include strategies and measures aimed at reducing the environmental impact of tourism activities and making the sector more resilient to the challenges posed by climate change. This was highlighted as a key desired outcome by several stakeholders.
<b>Visitor economy ecosystem</b>	The visitor economy ecosystem represents the interconnected and interdependent stakeholders that contribute to, and are influenced by, the tourism industry within a specific geographic area or destination.	Midwest Victoria's expansive visitor economy ecosystem has many stakeholders. This SDMP seeks to continue to strengthen the many relationships already in place and facilitate the development of new connections and collaborations.
<b>Visitor economy</b>	The visitor economy refers to the economic activities and benefits generated by visitors to a particular destination. It encompasses a broad range of industries and services that cater to tourists, including accommodation, transportation, attractions, entertainment, food and beverage, retail and various other tourism-related activities.	This phrase is used throughout this SDMP to emphasise the economic significance of tourism and related businesses in Midwest Victoria, particularly the role of tourists (including those visiting for a holiday, visiting friends and relatives, business, education) in supporting economic growth and job creation.



Kryal Castle  
Credit: Amanda Morley



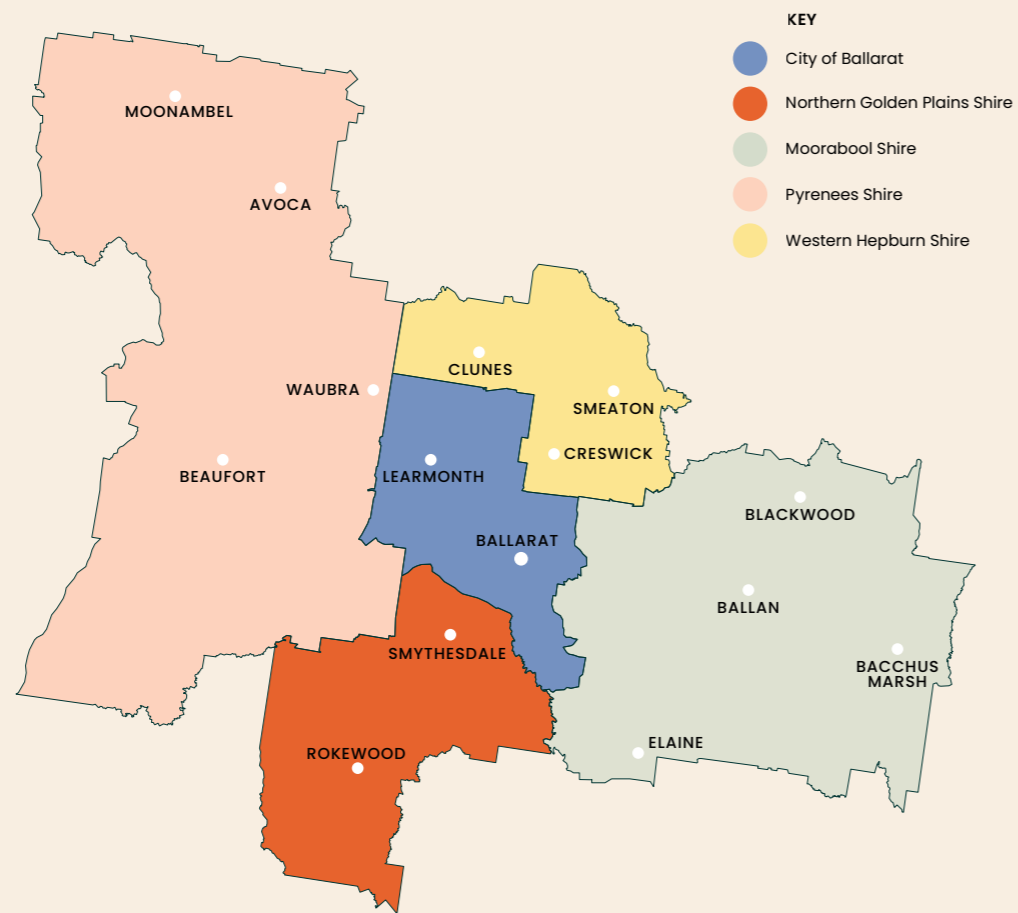
## About the Tourism Midwest Victoria region

### Geography

Victoria's Midwest is situated approximately 1.5 hours from Melbourne, providing access to a market of just over five million people. It includes the local government areas of Ballarat, Moorabool and Pyrenees as well as parts of Hepburn and Golden Plains (see Figure 3). Each of these areas brings its own assets and features which, when brought together, help make Midwest Victoria a truly special destination.

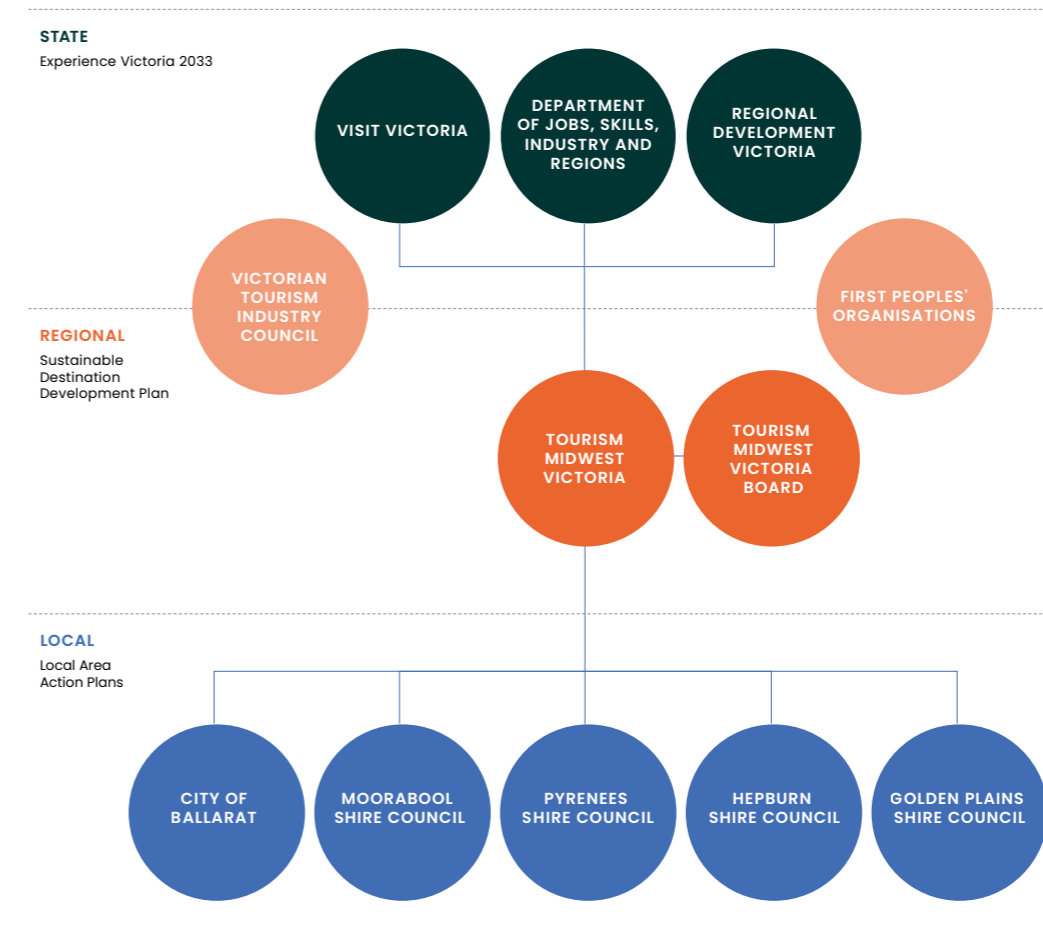
The region is home to an estimated population of 176,000. About two-thirds of residents live in the City of Ballarat (66%). However, the region is set to experience significant population growth (increasing to over 225,000 residents by 2036), with the City of Ballarat and Moorabool Shire both projected to experience strong population growth rates.

Figure 3: Sustainable Destination Management Plan scope



### Governance

Figure 4: Tourism governance summary



**Roles and responsibilities**

Destination management consists of the coordinated management of all aspects of a destination that contribute to a visitor's experience. The stakeholders tasked with this responsibility are outlined in Table 4.

**Table 4: Roles and responsibilities**

Stakeholder	About	Key roles/responsibilities
<b>Visit Victoria</b>	Visit Victoria is the state's official tourism and events agency. Visit Victoria plays a crucial role in promoting the state as a premier tourism destination and driving economic growth through tourism-related activities.	<ul style="list-style-type: none"> <li>• Destination marketing</li> <li>• Guiding regional positioning and development</li> <li>• Supporting industry development</li> <li>• Event attraction and support</li> <li>• Developing collaboration and partnerships to support tourism development</li> <li>• Distributing research and insights</li> <li>• Promoting and implementing sustainable tourism practices.</li> </ul>
<b>Department of Jobs, Skills, Industry and Regions</b>	<p>The Department of Jobs, Skills, Industry and Regions (DJSIR) is focused on creating more opportunities for people through skills development, job creation and business support.</p> <p>Working closely with Visit Victoria, tourism and events is one of DJSIR's areas of focus.</p>	<ul style="list-style-type: none"> <li>• Undertaking research</li> <li>• Providing policy, strategy and industry development advice to the Victorian Government and industry on the visitor economy</li> <li>• Providing governance support and advice to several entities that market the state and secure events</li> <li>• Managing large-scale tourist attractions, precincts, facilities and entertainment venues in Victoria.</li> </ul>
<b>Parks Victoria</b>	Parks Victoria champion the importance of nature by managing, protecting and sharing Victoria's precious places. In partnership with Traditional Owners, they help connect people with Country, understand cultural heritage and contribute to human health and wellbeing.	<ul style="list-style-type: none"> <li>• Sustainably managing, protecting and conserving Victoria's natural and cultural landscapes</li> <li>• Providing experiences for visitors and volunteers to connect with and value nature</li> <li>• Contribute to improving the health, safety and economic wellbeing of all Victorians.</li> </ul>
<b>Regional Development Victoria</b>	Regional Development Victoria (RDV) is responsible for supporting and facilitating economic and social development in regional areas of Victoria.	<ul style="list-style-type: none"> <li>• Managing funding streams and grant programs such as the Regional Tourism Investment Fund</li> <li>• Business investment</li> <li>• Industry support</li> <li>• Advocacy.</li> </ul>
<b>Victorian Tourism Industry Council</b>	The Victorian Tourism Industry Council (VTIC) is the peak tourism industry association that represents the interests of the state's tourism operators and businesses.	<ul style="list-style-type: none"> <li>• Industry advocacy</li> <li>• Policy development (at a state and national level)</li> <li>• Industry support and development</li> <li>• Networking and collaboration</li> <li>• Education and training</li> <li>• The provision of research data and insights.</li> </ul>
<b>First Peoples' organisations</b>	<p>First Peoples' organisations care for Country, and each have their own culture, language, beliefs and practices.</p> <p>Acknowledging this, tourism and the visitor economy have a role to play in promoting culture and building understanding of, respect for, and learning from First Peoples' stories and traditions.</p> <p>More will be done to support the self-determination of First Peoples as they develop visitor economy products and build Midwest's profile in the market.</p>	<ul style="list-style-type: none"> <li>• Cultural heritage management and services</li> <li>• Welcome to Country and traditional ceremonies</li> <li>• Cultural education</li> <li>• Corporate education</li> <li>• Cultural consultation</li> <li>• Land management</li> <li>• Language and naming.</li> </ul>
<b>Tourism Midwest Victoria</b>	Tourism Midwest Victoria (TMV) is the Visitor Economy Partnership which covers the midwestern region of the state. It provides strong leadership and links between communities, all tiers of government and industry. TMV has a skills-based board that comprises of senior local government representatives and industry.	<ul style="list-style-type: none"> <li>• Destination management planning</li> <li>• Destination development</li> <li>• Crisis planning and response management</li> <li>• Industry support and strengthening</li> <li>• Advocacy on behalf of industry and local government</li> <li>• Destination marketing and regional conversion.</li> </ul>
<b>Local government</b>	In Victoria, local government plays a key role in supporting the visitor economy. The five local government areas in Midwest Victoria all deliver services that contribute significantly to the development and growth of the region's visitor economy.	<ul style="list-style-type: none"> <li>• Local tourism promotion and marketing</li> <li>• Provision of visitor information services, often via visitor information centres</li> <li>• Development and maintenance of tourism-related infrastructure including facilities such as parks, recreational areas, signage and amenities that enhance the visitor experience</li> <li>• Event support</li> <li>• Industry training</li> <li>• Community engagement to ensure tourism development aligns with community values and aspirations</li> <li>• In times of crisis, local government often plays a role in coordinating responses and providing support to the tourism industry</li> <li>• Regulatory functions related to tourism, including land use planning, zoning and permitting for tourism-related developments.</li> </ul>

**About Victoria's Visitor Economy Partnerships**

The Visitor Economy Recovery and Reform Plan released in April 2021 outlined the transition from Regional Tourism Boards (RTBs) to Visitor Economy Partnerships (VEPs). Under this new model, each VEP will:

- Have a clear sense of purpose and defined responsibilities.
- Encourage local and industry leadership, with senior local government, industry and skills-based board membership.
- Include all regions, with boundaries co-designed and agreed in collaboration with local government authorities.
- Leverage benefits of scale.
- Have local ownership and flexibility with the broad geographic coverage to deliver region-wide initiatives.

**Core responsibilities**

The VEP framework provided by the Victorian Department of Jobs, Skills, Industry and Regions (DJSIR) very clearly outlines the core responsibilities of the VEPs, which include:

- Deliver enhanced leadership and collaboration at a regional level.
- Tailor industry strengthening support to address regional needs.
- Encourage increased community support for tourism.
- Facilitate enhanced visitor dispersal and experiences.
- Undertake collaborative destination marketing and regional conversion.
- Provide insights and investor connections that inform a strengthened pipeline of product development.
- Provide regional context and insights to inform government policy development, decision making and investment priorities.
- Ensure continued crisis preparedness and support relative to the visitor economy.
- Maintain regular engagement with First Peoples' organisations to ensure their perspectives are considered relative to the visitor economy.

**Core benefits**

The VEP framework also outlines four core benefits:

- Official recognition, increased clarity and collaboration with government.
- A more transparent funding model.
- Enhanced operational support.
- Access to data, insights and tools to track outcomes.

**Key features**

VEPs need to include the following essential elements and align with other VEPs across the state:

- Ensure clear roles and responsibilities, including developing a sustainable destination management plan for the region. The plan should be reviewed and updated in three years.
- Establish solid governance with a broad skills-based board and a legal organisation with a clear constitution.

- Encourage regional collaboration by engaging stakeholders.
- Establish a sustainable organisation with strong financial and people management abilities, as well as business acumen.
- Recognise the advantages of a regional approach and scale over LGA or town-based institutions.
- Working with LGAs and local communities to develop Local Area Action Plans (LAAPs) that are specific to each town or area in the region. These LAAPs are also being developed concurrently with this SDMP.
- Ability to work across supply and demand, including product development, industry development and marketing.

**About the Tourism Midwest Victoria VEP**

The VEP for the region covers the City of Ballarat, the shires of Pyrenees, Moorabool, Golden Plains (south of Ballarat to Rokewood) and Hepburn (Creswick and Clunes).

Designed to strengthen and grow Midwest Victoria's visitor economy, TMV is the conduit between the five local government areas, the state government and the tourism industry. It supports its Industry Partners through business initiatives, the creation of visitor economy experiences and tourism products, and marketing and industry development.

**Core responsibilities**

The work of TMV is divided into three key areas:

**Sustainable destination management**

TMV's primary objective is to cultivate the region as a sustainable and thriving tourist destination, focusing on:

- Amplifying the economic and social benefits that tourism brings while proactively managing its potential impacts.
- Empowering the community to embrace the benefits of tourism and contribute to making the region an exceptional place to live, explore and share with others.
- Supporting businesses and entrepreneurs with industry programs to ensure visitors have an unforgettable experience and continue to return.

**Marketing**

TMV is dedicated to promoting the region as a must-visit travel destination every day of the year. Through strategic and targeted marketing efforts, TMV aims to boost the region's visitor economy and reshape perceptions. TMV's objective is simple: inspire visitors to love the region, just as the locals do.

**Advocacy**

TMV represents the region's industry across all levels of government. TMV advocates for its Industry Partners and works tirelessly to bring lasting benefits to the broader community. TMV champions Midwest Victoria, ensuring the region's voice is heard and progress is achieved.

**Strategic context**

Alignment to strategic policy and direction is critical to the success of the plan. The strategies outlined in Table 5 provide a range of findings and strategic directions relevant to the development of the region's visitor economy.

**Table 5: Strategies of relevance**

Strategy	What is it?	How it has been aligned to this SDMP?
<b>Experience Victoria 2033</b>	The Victorian Government's strategic plan to shape the future of Victoria's visitor economy over the next 10 years. Experience Victoria's product priorities and settings are outlined in Appendix 4.	There are several product priorities and settings that have been identified as both current and emerging strengths of the region. These are included in Appendix 4.
<b>Destination Victoria Brand Strategy Playbook</b>	The reference point defining what makes Victoria and its regions different and compelling. The Destination Victoria Brand Strategy Playbook (see Appendix 5) was developed as a tool to define Victoria's overarching brand as well as its various sub-regional brands and the strategy behind these. A key objective of the playbook is to ensure the brand messaging for the state and each sub-regional destination is unique and compelling.	The themes and product development opportunities in the SDMP are in line with the state's sub-regional brand pillars.
<b>Central Highlands Regional Economic Development Strategy (REDS)</b>	Developed by Regional Development Victoria, the REDS identifies strategic directions to further drive growth and prosperity in regional Victoria.	The REDS identifies five strategic directions based on the opportunities emerging from the region's endowments, industry specialisation and socioeconomic context. Of these, the most pertinent strategic direction is "continue to grow and develop the visitor and creative economies". Critical visitor and creative precincts identified in the REDS that strongly align with this plan include: <ul style="list-style-type: none"> <li>The regional city of Ballarat, with its burgeoning creative scene and goldfields heritage, including Sovereign Hill</li> <li>The Pyrenees wine region</li> <li>First Peoples' culture.</li> </ul>
<b>National Agritourism Strategy 2030</b>	This strategy provides direction and toolkits for primary industries and producers to diversify and sustain their core business by offering products to visitors. It is a roadmap for farmers to unlock new business opportunities and encourage jobs for regional communities.	The strategy identifies six priorities that underpin the sector's growth. These strategic priorities, which have been outlined below, demonstrate the opportunity for areas within the region to grow their profile as an agritourism destination and support producers to enable agritourism growth. <ul style="list-style-type: none"> <li>Sustainable and inclusive farm diversification</li> <li>Community capability and capacity building with a focus on regional employment</li> <li>Develop new, high-quality, distinctly Australian agritourism experiences</li> <li>Promote the sector responsibly, with an alignment to food and drink</li> <li>Encourage genuine collaboration and enduring partnerships</li> <li>Provide sector leadership to support inclusive growth.</li> </ul>
<b>Creative State 2025</b>	Creative State 2025 is an integrated strategy to address longstanding and new challenges facing the creative industries and to grow their contribution to our society, economy and culture. Supported by a four-year budget of \$288 million, it is a strategy designed to enrich the lives of all Victorians.	This plan aligns with this direction by striving to improve equitable access to creative experiences and careers; and investment in new and established innovative creative products and experiences.
<b>Parks Victoria Shaping Our Future</b>	This strategy inspires Victorians to protect and enjoy the state's unique natural and cultural heritage.	This plan's goals of 'caring for Country', 'connecting people and nature', and 'contributing to healthy, livable communities', aligns to the product pillars of this SDMP, as well as the overarching objective to ensure that the destination is managed in a sustainable and regenerative way for future generations.

**Our current product offering**

A detailed audit of attractions, experiences and accommodation was undertaken for Midwest Victoria. Table 6 provides a summary of the findings, while the full findings are included in Appendix 6.

**Products and experiences**

Midwest Victoria offers a range of major visitor drawcards, events, towns and villages which combine to offer a diversity of experiences to appeal to a wide visitor market.

Currently, the primary appeal of Midwest Victoria relates to cultural attractions and historic sites. The region is also an events hub and a burgeoning foodie destination.

Emerging strengths for the region include its beverage products (including cellar door and distillery experiences), arts-based experiences, regional events and easily accessible nature-based experiences (such as walking and cycling in stunning environments).

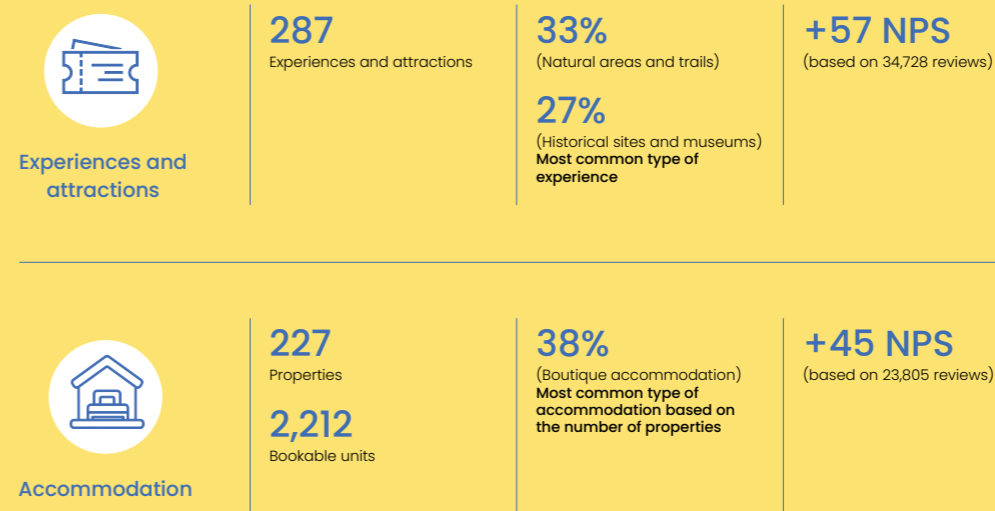
There is also a growing desire for First Peoples tourism experiences which are expected to develop gradually over time.

**Accommodation**

The region's accommodation supply is largely dominated by boutique properties, many of these being short-term holiday rentals. The Ballarat CBD offers the largest supply of commercial accommodation, while other parts of the region have a very limited supply. This has an impact on the ability to attract overnight visitors and results in lost visitor yield.

For the region to achieve its goals of growing overnight visitation and higher visitor spend, there is a need to stimulate investment into both existing accommodation stock and to introduce new commercial accommodation properties. It needs to be recognised that most regions throughout Victoria are competing to attract new or refreshed forms of accommodation products as it's seen as a clear product gap statewide.

**Table 6: Attractions and accommodation property audit summary**



**NPS calculation**  
To undertake a top-line assessment of the quality of a region's product offering, the Net Promoter Score (NPS) metric can be used. This is a measurement of consumer loyalty. In a tourism context, this translates to a visitor's willingness to not only return for another stay but also make a recommendation to their family, friends and colleagues. NPS scores are reported with a number from -100 to +100, with a score above 30 considered good and a score above 50 considered excellent.

**Gap analysis and challenges**

The region is home to a diverse range of natural and built visitor attractions, intertwining rich goldrush heritage with natural beauty and contemporary attractions and food and drink experiences.

Based on the product audit, consultation findings and site visits, the following product gaps and challenges have been identified (Table 7). These have been linked to the SDMP's product pillars outlined in Figure 16 on page 50. Importantly, by recognising these gaps, opportunities for product development have been identified.

**Table 7: Midwest Victoria product gap analysis**

Our product pillars	Product gaps and challenges	Product opportunity	
<b>First Peoples</b> Traditional Owners storytelling	<ul style="list-style-type: none"> <li>Currently, First Peoples' stories are underrepresented throughout the region.</li> </ul>	<ul style="list-style-type: none"> <li>To foster First Peoples' product and grow representation through partnerships and appropriate product inclusions</li> <li>To ensure all product development starts with a First Peoples-led approach</li> <li>To support the development of First Peoples' cultural tourism and experiences.</li> </ul>	
<b>People and place</b>	A sense of place	<ul style="list-style-type: none"> <li>Key major attractions require investment to stay current in today's market.</li> <li>Currently, significant historic buildings and streetscapes lack storytelling and activation.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure ongoing investment and product innovation in major attractions</li> <li>Showcase compelling history</li> <li>Encourage adaptive reuse.</li> </ul>
	Arts and creatives	<ul style="list-style-type: none"> <li>Current core arts and cultural attractions require investment to meet visitor expectations and industry standards.</li> <li>A lack of coordinated curation and programming of key major venues means the region loses the opportunity to be renowned for any particular offering.</li> </ul>	<ul style="list-style-type: none"> <li>Elevate arts and culture to drive visitation and dispersal</li> <li>Improve collaboration and coordinated programming across venues, with consideration given to audiences, destination positioning, and product pillars.</li> </ul>
<b>Creative energy</b>	Gastronomic excellence	<ul style="list-style-type: none"> <li>A coordinated approach to leverage the region's gastronomic story consistently is lacking.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the region's excellence in gastronomy, viticulture, brewing and distilling is recognised through continuous promotion</li> <li>Establish a recognised strength in food provenance</li> </ul>
	Agri and growers	<ul style="list-style-type: none"> <li>The region is not renowned as a leading food and drink destination.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a regional food and drink signature experience.</li> </ul>
<b>Nature at your fingertips</b>	High usage trails	<ul style="list-style-type: none"> <li>The region is not renowned for nature-based product.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage proximity to Melbourne, promoting the accessibility of the region's nature product for the time poor or less confident regional traveller</li> <li>Be known for easily accessible short walks, with views that cater to identified audience segments.</li> </ul>
	Iconic views		
<b>Enablers</b>	Recreation	<ul style="list-style-type: none"> <li>Sporting events do not always support visitor economy activities.</li> </ul>	<ul style="list-style-type: none"> <li>Enable sporting events to deliver in terms of overnight stays, dispersal, yield and/or brand positioning.</li> </ul>
	Visitor servicing	<ul style="list-style-type: none"> <li>Visitor servicing does not meet the needs of today's traveller.</li> <li>Lack of accessible transport options.</li> <li>City and town centres are not compelling for visitors.</li> </ul>	<ul style="list-style-type: none"> <li>Proactive visitor servicing methods to enhance visitation and length of stay throughout the region</li> <li>Support transport and connectivity through the region</li> <li>Beautification of town centres with consideration of night-time economy, outdoor dining, connectivity, wayfinding and storytelling.</li> </ul>
	Accommodation	<ul style="list-style-type: none"> <li>Shortage of accommodation both in terms of quality, quantity and value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>Attract public and private sector investment for new and enhanced accommodation developments that support the positioning of the region.</li> </ul>
	Hospitality	<ul style="list-style-type: none"> <li>In some areas, basic hospitality is unavailable or limited.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure consistent hospitality availability to meet visitor expectations.</li> </ul>
	Events	<ul style="list-style-type: none"> <li>An opportunity exists to ensure all new and existing events are developed to be, and/or remain, destination-driving to grow brand, yield and length of stay.</li> <li>Sporting events do not always maximise possible visitor economy outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>The region requires events/activations that take place over longer periods and activate after-hours to encourage staying longer in the region</li> <li>Demarcation needs to be established between community and visitor-driving events through a strategic framework.</li> <li>Ensure all sporting events are maximised to create yield, dispersal, length of stay and brand amplification for benefits to the visitor economy.</li> </ul>
	Marketing	<ul style="list-style-type: none"> <li>There is an opportunity to explore brand positioning which includes the sub-regions of Midwest Victoria.</li> </ul>	<ul style="list-style-type: none"> <li>Brand positioning to be considered across regional supply and demand planning</li> <li>A regional approach to be established to grow our reputation</li> <li>Develop homegrown, brand-driving and irreplaceable events.</li> </ul>
	Planning and advocacy	<ul style="list-style-type: none"> <li>Challenging for investors and developers to facilitate planning and land use arrangements across the region.</li> </ul>	<ul style="list-style-type: none"> <li>Enable tourism infrastructure growth through advocacy to state and local government to address barriers and support investment in the region.</li> </ul>

**The visitor economy ecosystem**

Figure 5 summarises the visitor economy ecosystem, including its seven core components and their primary roles, as well as the various stakeholders involved in these. This illustration of the interconnected visitor economy ecosystem shows how important collaboration is to balance practices and people, especially when striving for a sustainable and resilient sector.

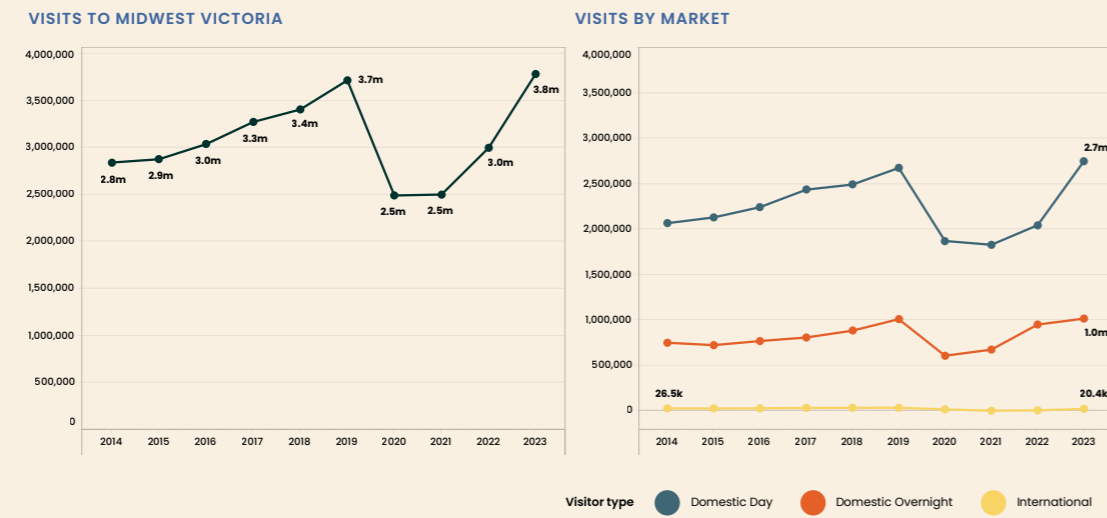
While each stakeholder group will have their own individual goals and desired outcomes, ongoing planning and collaboration will assist in ensuring that the ecosystem is working toward an agreed and common purpose.

**Figure 5: Visitor economy ecosystem**



## Our current visitor profile

Figure 6: Total visitation, 2014-2023<sup>1</sup>



### Visitation numbers

Midwest Victoria has a vibrant visitor economy, with 3.8 million visitors travelling to the region in 2023. Despite being impacted by COVID-19, the region has recovered well, with visitation almost reaching pre-pandemic levels in 2023. This was stimulated by a strong domestic visitor market looking for regional accessible destinations.

Midwest Victoria has historically been dominated by domestic travel and largely domestic day trip travel, comprising almost three-quarters of all visits over the past 10 years. This is likely driven by the region's proximity to major urban population centres (mostly greater Melbourne), major visitor attractions (including Sovereign Hill) and Ballarat's role as a hub for medical, education, government and business services.

Figure 7 summarises the major generating source markets to Midwest Victoria.

Midwest Victoria is primarily a domestic destination, with the intrastate Victorian market being the largest source of visitors for both the day trip and overnight markets.

For the domestic overnight market, the largest source markets comprise Western Grampians, Yarra Valley and Dandenong Ranges, Geelong and the Bellarine, and Peninsula.

For the domestic day trip market, after Melbourne, the next largest source markets comprise Geelong and the

Bellarine, Macedon, Great Ocean Road, and the Yarra Valley and Dandenong Ranges.

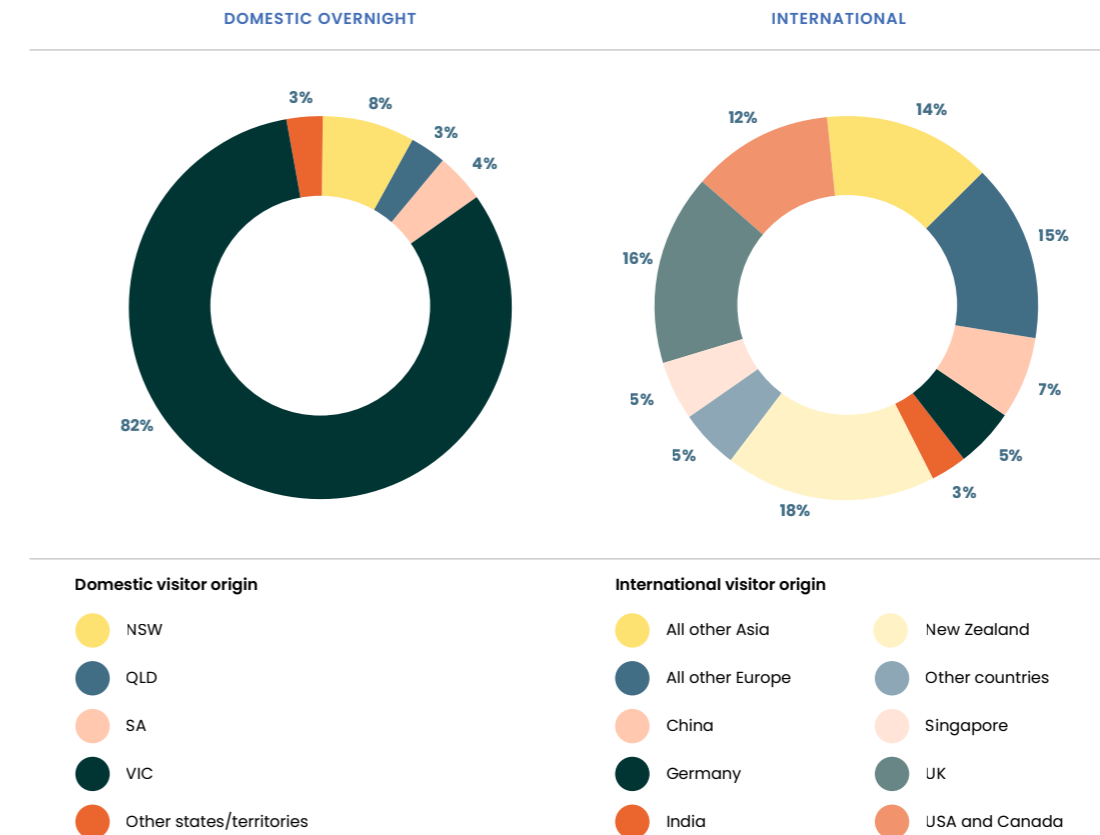
Victorians also make up most domestic overnight visitors, comprising 82% of all travel over the last 10 years. This is followed by NSW residents (7.6%), South Australians (4.2%), Queenslanders (3.2%) and those from other states/territories (2.7%).

From 2014-2023, interstate overnight visitors accounted for 5% of visitation to Midwest Victoria. There is an opportunity to grow interstate visitation through the development and promotion of iconic attractions (sporting and cultural events and festivals) and experiences (drive touring markets), adding new products, increasing consumer brand awareness and collaboration with Visit Victoria.

There is an opportunity to engage further with international target markets (through collaboration with Visit Victoria and Tourism Australia) as international travel returns, though the core focus should remain on the domestic interstate and intrastate markets. Additionally, attracting domestic culturally and linguistically diverse (CALD) visitors helps build the region's international profile, as residents often host friends and relatives visiting from overseas.

<sup>1</sup>Based on three-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford Strategy.

Figure 7: Domestic overnight and international visitor origin (10-year average, 2014-2023)<sup>1</sup>



<sup>1</sup>Domestic day has been excluded because it is dominated by intrastate visitation. Based on three-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford Strategy.

**Dispersal and spend**

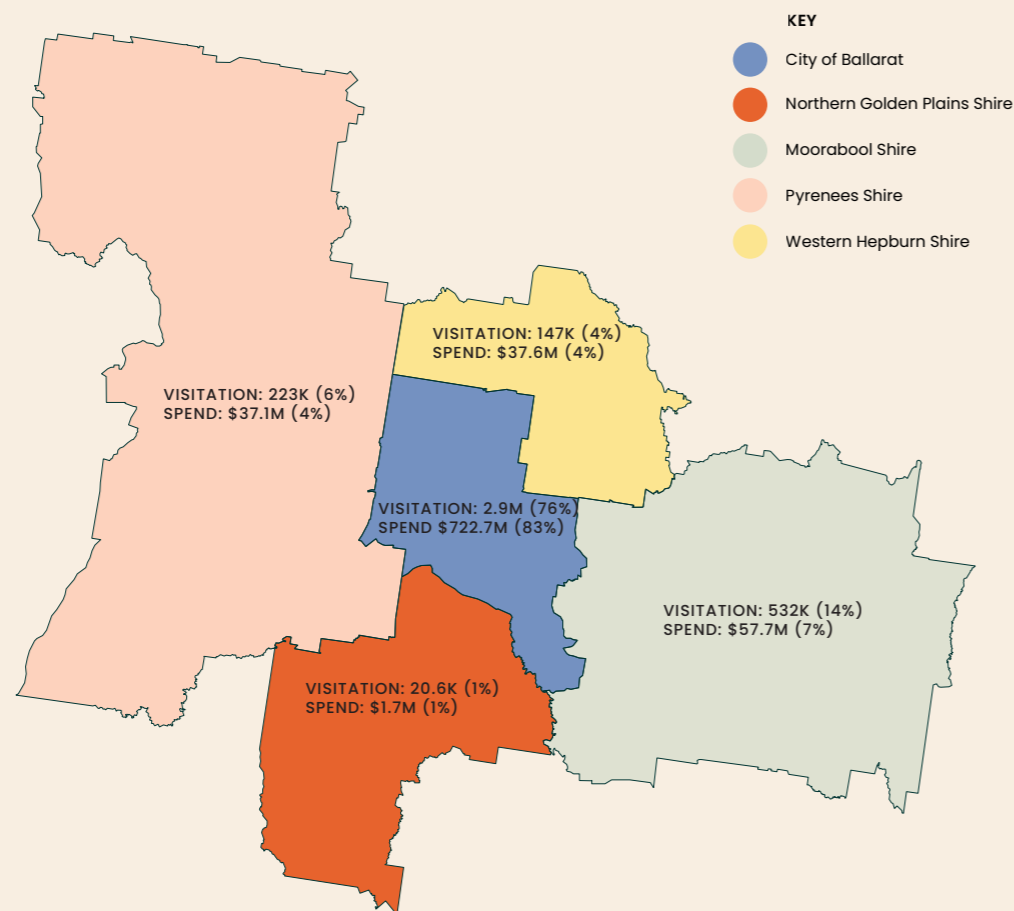
Figure 8 provides a breakdown of visitation and spending in the region by LGA.

Visitation is largely concentrated around Ballarat, comprising 76% of visitation to the region. This is understandable considering the larger concentration of tourism products located in Ballarat.

This is followed by Moorabool (14%), Pyrenees (6%), Western Hepburn (4%) and Northern Golden Plains (1%).

The City of Ballarat generates a greater proportion of visitor spending (84%) than visitation (76%). This is likely due to the far larger broader economy of Ballarat, including retail and other amenities; the larger supply of commissionable products available which enables visitors to contribute far more to the city's visitor economy; as well as the tendency for visitors to stay overnight in the LGA. Moorabool Shire, on the other hand, generates 14% of visitation but receives only 7% of visitor spend.

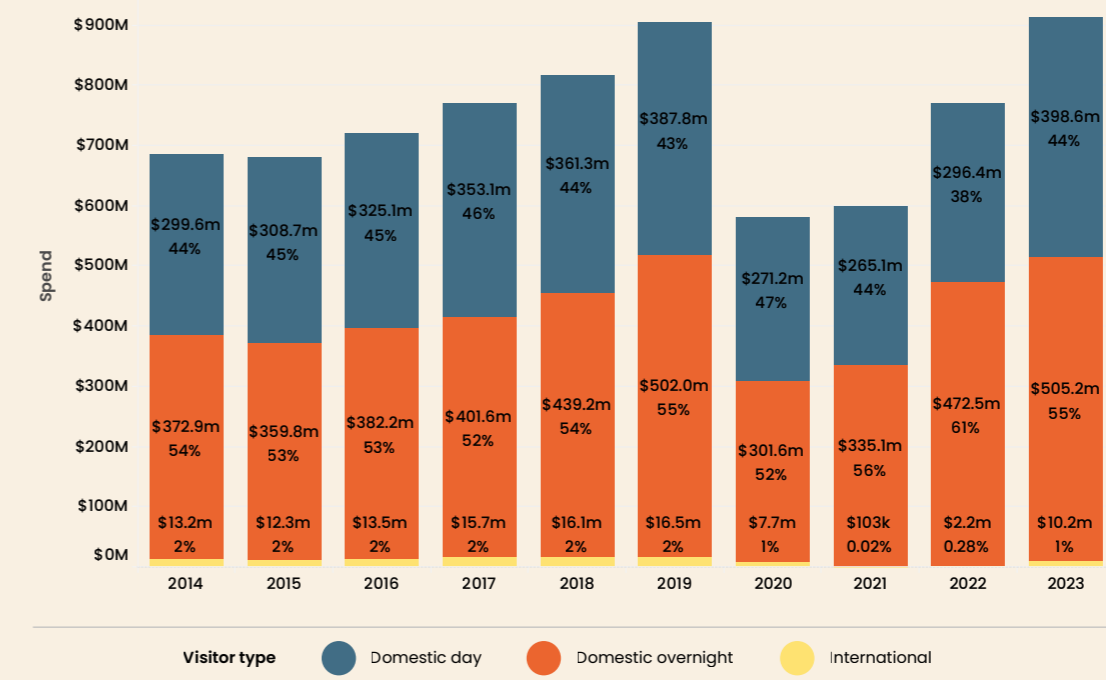
Figure 8: Regional visitation and spending, 2023



In 2023, visitor spending in Midwest Victoria reached \$914 million (see Figure 9).

Although the day trip market forms an important component of the visitor economy, it usually is relatively lower yielding – accounting for 44% of visitor spending in the region in 2023, despite comprising 73% of visitation. Domestic day trippers, on average, spent \$145 in the region, compared with domestic overnight visitors who spent 3.4 times this amount at \$498 per trip. Higher spending by overnight visitors is generated because of additional spending on accommodation, food and beverage, transport and attractions.

Figure 9: Visitor spending, 2014–2023<sup>1</sup>



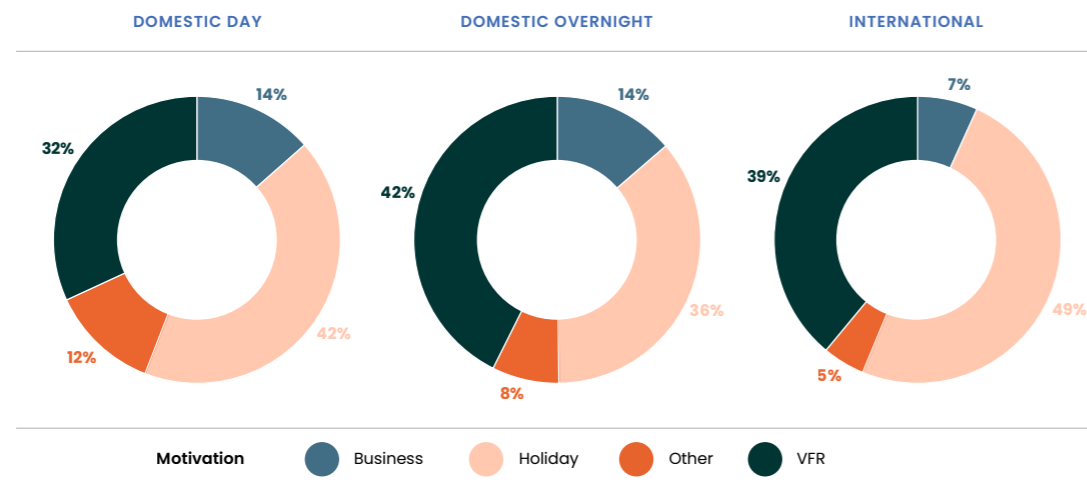
Based on three-year averages. September YE data. Tourism Research Australia (TRA), National and International Visitor Surveys, compiled by Stafford Strategy. Visitor spend data has been collated from LGA profiles available via TRA.

**Purpose of visit**

As demonstrated in Figure 10, Midwest Victoria is largely a leisure-based destination, with over two-thirds of all visitors travelling to the region for a holiday or to visit friends or relatives.

While business travel only represents a portion of visitation, due to its ability to fill accommodation and hospitality mid-week it is considered important to the resilience of the region. This has high potential for Ballarat as a major regional hub.

Figure 10: Motivation of travel (10-year average, 2014-2023)<sup>1</sup>



Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

**Seasonality of visitation**

Unlike many other regional areas, Midwest Victoria appears to attract visitation consistently throughout the year (see Figure 11). This offers several advantages for the region as reduced seasonality allows for a more consistent and stable flow of demand for tourism businesses, as well as more consistent employment opportunities for local residents.

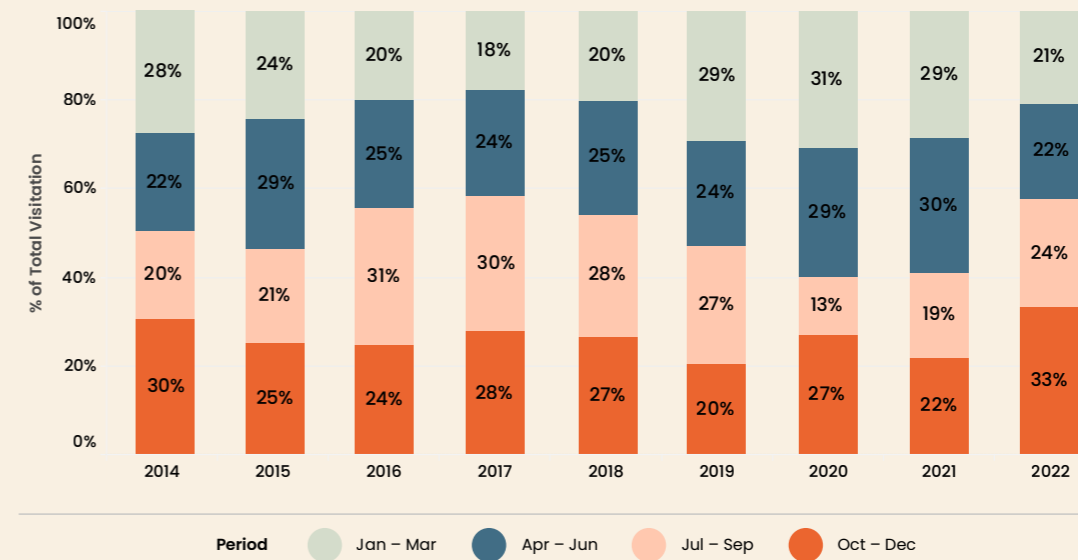
Reasons for this reduced seasonality include:

- the range of major sporting and cultural events throughout the year;
- the strong business market that travels to the region throughout the year; and
- the visiting friends and relatives (VFR) market coming to the region year-round.

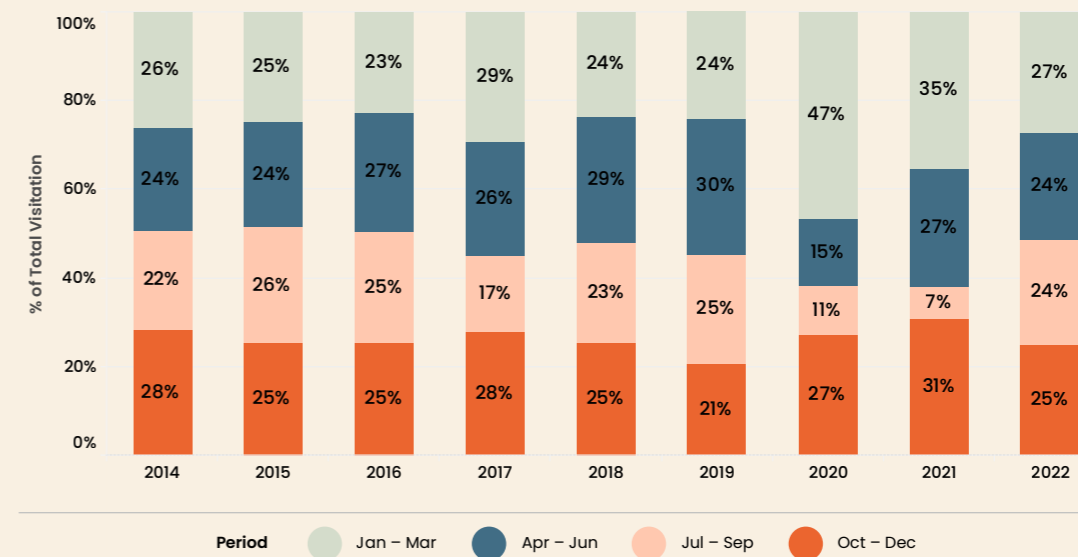
This is an opportunity that should continue to be leveraged by advocating for ongoing year-round events that appeal to the VFR market.

Figure 11: Seasonality of visitation (domestic day and domestic overnight visitors)<sup>1</sup>

**DOMESTIC DAY**



**DOMESTIC OVERNIGHT**



<sup>1</sup>Tourism Research Australia, National Visitor Survey, compiled by Stafford.



Lake Wendouree  
Credit: Safari Global

## Visitor forecasts

Midwest Victoria's tourism sector is anticipated to strengthen both domestically and internationally, with a strong overall growth forecast out to 2033.

Visitation is projected to reach 4.5 million by 2033 and tourism spending is forecast to reach \$1.60 billion by 2033, 76% above the 2019 pre-pandemic level.

Domestic visitor demand is projected to be softer than previously expected due to household budget pressures and strong pent-up demand for outbound travel.<sup>1</sup>

International visitor growth is anticipated to be strong, with visitation to the region expected to return to pre-pandemic levels by 2024. This is due to Victoria's strong profile in the Chinese, Indian and Southeast Asian markets, and the region's prominence as a VFR-friendly destination.

Supporting data for these forecasts are included in Appendix 10.



### Total spending in Midwest Victoria is forecast to reach \$1.60 billion by 2033

Visitor spending in the region is projected to be 76% above the pre-pandemic level by 2033, generating an additional \$691 million in spend (up from \$906 million in 2019).

Total spending in the region has already surpassed pre-pandemic levels due to a combination of latent demand for travel and inflationary pressures.



### Total visitors to Midwest Victoria are projected to reach 4.5 million by 2033

Growth to the region is projected across all visitor markets. Domestic visitors are projected to continue to account for the largest share of visitors in the region, with an estimated 3.2 million domestic day trip visitors and 1.2 million domestic overnight visitors expected in 2033.

The growth outlook for international visitors has strengthened based on state inbound forecasts, with high growth expected in key markets such as China, India and Southeast Asia. The recovery of Victoria's international overnight visitor market is anticipated to be stronger than Australia overall. This is due to the state's unique market mix of visitors which has a strong growth profile, including large shares of Chinese and Indian visitors. Midwest Victoria is projected to reach pre-pandemic international visitor levels between 2024 and 2025.

<sup>1</sup>Tourism Forecasts for Victoria, Department of Jobs, Skills, Industry and Regions.



## Current trends affecting tourism in our region

The visitor economy is a rapidly changing landscape, shaped by a wide variety of global, national, state and local trends. These trends will continue to impact the growth and development of Midwest Victoria's visitor economy and it is recommended they be monitored continuously through to 2033.

Table 8: Trends affecting visitor demand

Trend	Description	Opportunities
Combining work and play	This trend is about combining education and holidays for the younger members of the family. Although adults may need to telework or attend meetings, their children can be doing workshops and learning in a playful way.	<ul style="list-style-type: none"> <li>Opportunities for immersive learning experiences in the region (e.g. cooking courses, artisanal skills, adventure cycling)</li> <li>Opportunities for sports and creative camps for different age ranges, utilising the quality sports facilities and cultural institutions already available.</li> </ul>
Immersive travel experiences	These are experiences that are less about looking at things and more about experiencing something that connects visitors to the area, its history and its people in a meaningful way.	<ul style="list-style-type: none"> <li>Opportunities to extend guided heritage and cultural tours (more immersive experiences)</li> <li>Opportunities to better utilise state forest and national parks, including sites of significance</li> <li>The potential for developing First Peoples-led products such as guided tours to sites of interest to learn about bush skills, and medicinal plant identification. Engaging with First Peoples' organisations on these opportunities should be prioritised.</li> </ul>
Inclusive packaging	Travel to more remote destinations, but for longer periods, as customers seek to get the most out of each area they visit.	<ul style="list-style-type: none"> <li>Opportunities to grow repeat visitation to the region by encouraging packaged tours that stimulate longer length of stay</li> <li>Encourage packaged tours using existing bushwalking, cycling and horse riding trails.</li> </ul>
Regenerative travel	Climate change is an ongoing and developing issue. Visitors are becoming more responsible and aware of the reality in which they live daily.	<ul style="list-style-type: none"> <li>Sustainable tourism principles are now well integrated into tourism plans and strategies, including this SDMP. Encourage regenerative tourism to enable visitors to 'give back' to support communities and assist in environmental restoration programs</li> <li>Identify environmental programs that visitors can pre-book as part of day trips and overnight stays.</li> </ul>
Rural experiences	Rural and regional Australia will keep benefiting from the demand for city escapes, which will help drive domestic tourism.	<ul style="list-style-type: none"> <li>Leverage the proximity to greater Melbourne and the diverse mix of rural and natural experiences available in region (e.g. camping, bushwalking, adventure cycling)</li> <li>Advocate for the establishment of, and further investment into, farm stays, glamping, bush camps and lodges</li> <li>Identify and support the development of soft adventure rural experiences that are easily accessible from metropolitan areas.</li> </ul>
New faces and places	Many travellers are wanting to create global connections and meet new people overseas. This might include experiences which create authentic ways to 'live like a local' or to see the inner workings of local craftsmanship and culture.	<ul style="list-style-type: none"> <li>International visitation remains low, with the potential to package the region as an easily accessible destination from major inbound gateways such as Melbourne to appeal to various international markets.</li> <li>New opportunities exist to encourage high-value travellers through the creation of new upper-end experiences and facilities.</li> </ul>
Travel as self-care	Travelling for leisure and time in nature is increasingly seen as a necessary form of self-care, contributing to physical and emotional wellbeing.	<ul style="list-style-type: none"> <li>Leisure travel used to be a luxury, but now it is more of a necessity to help cope with the stresses of life. Midwest Victoria neighbours destinations such as Daylesford and Hepburn Springs which have an established reputation in wellness tourism. The creation of more outdoor and wellness-related experiences in Midwest Victoria (and cross-regional thematic itineraries) will support the competitiveness of western Victorian tourism more broadly.</li> </ul>
Community first	A genuine relationship with the local community will be prioritised. Travellers agree that their trip must benefit the local community at their destination.	<ul style="list-style-type: none"> <li>Strengthening the social license that communities give to tourism ensures the destination is welcoming to visitors and that the economic contribution of tourism is appreciated by residents. Improving community recreational opportunities (such as parks, trails, sporting facilities and events) can also support the needs of visitor markets.</li> </ul>
Embracing the unpredictable	Technology will continue to be a vital tool for visitors, supporting destination discovery and mitigating the innate unpredictability of travel.	<ul style="list-style-type: none"> <li>Access to engaging, reliable and accurate information sources (such as official tourism websites and social media), is critical to the destination discovery process and dispersal throughout the region</li> <li>Visitor information centres need to be well integrated so accurate and timely information is available and constantly shared.</li> </ul>
Destination positioning	Clear and consistent positioning makes it easier for the consumer to understand how they might experience a destination, rather than just the product range on offer.	<ul style="list-style-type: none"> <li>Like several other regional destinations, Midwest Victoria offers a range of exciting and interesting products and experiences (e.g. food and drink, culture and heritage). Having a clear point of difference from other destinations offering similar products is critical in a highly competitive marketplace.</li> </ul>

## Our commitment to sustainability

Tourism Midwest Victoria is committed to ensuring our visitor economy is developed sustainably. This means ensuring we minimise, where possible, negative impacts on the environment, society and the economy, and that we introduce measures to guard natural resources, protect cultural heritage and support local communities.

### United Nations Sustainable Development Goals

To show our commitment to sustainability, this plan has been aligned with the United Nations Sustainable Development Goals (SDGs).<sup>1</sup> The SDGs

are a comprehensive and ambitious set of goals and targets aimed at addressing various global challenges and promoting sustainable development (Figure 12). Further definitions and explanations of each goal can be found in Appendix 10.

The SDGs that this plan directly aligns with are indicated next to each Action Plan Theme within Part 4 of this document.

Figure 12: United Nations Sustainable Development Goals



<sup>1</sup><https://sdgs.un.org/goals>

**Sustainable tourism benchmarks**

Tourism Midwest Victoria has demonstrated a commitment to sustainability by commissioning benchmarking research in 2023 (as a pre-VEP pilot for Ballarat only). This measured community, business and visitor perceptions towards the social, economic and environmental impacts of tourism to “establish a framework for consistent, balanced metrics around sustainable destination development.”<sup>1</sup>

This research provides a base for Midwest Victoria to benchmark its progress in sustainable tourism development. Too often, destinations seek to go down a sustainable tourism development path but have no metrics in place to measure progress. The research found “residents and businesses felt tourism had a positive impact... for several reasons, largely mentioning the economic and financial benefits, with links to income generation, employment and business opportunities.”<sup>2</sup>

**Figure 13: Summary – Identified pillars and potential growth areas<sup>1</sup>**

Based on current literature and stakeholder consultation, the following four key pillars were identified for measuring progress towards sustainable tourism in the City of Ballarat.

Residents, businesses and visitors were then asked the extent to which they felt Ballarat delivers to each of these areas.

ECONOMIC	SOCIAL/COMMUNITY	ENVIRONMENTAL	QUALITY OF EXPERIENCES
<p><b>Top areas of current delivery:</b></p> <ul style="list-style-type: none"> <li>Supporting and growing local businesses</li> <li>Helping bring more money and investment</li> <li>Creating income-earning opportunities</li> </ul> <p><b>Areas of potential growth:</b></p> <ul style="list-style-type: none"> <li>Creating more education and upskilling opportunities</li> <li>Helping reduce financial hardship</li> <li>Financial benefits are distributed fairly</li> </ul>	<p><b>Top areas of current delivery:</b></p> <ul style="list-style-type: none"> <li>Allowing us to tell our region's stories</li> <li>Showcasing local creative talent</li> <li>Creating atmosphere and vibrancy</li> <li>Helping conserve our cultural heritage</li> </ul> <p><b>Areas of potential growth:</b></p> <ul style="list-style-type: none"> <li>Residents feeling represented in our tourism</li> <li>Residents and businesses feeling encouraged to engage in tourism</li> <li>Creating a sense of inclusion (e.g. for LGBTQIA+ and people with a disability)</li> </ul>	<p><b>Top areas of current delivery:</b></p> <ul style="list-style-type: none"> <li>Opportunities for visitors to engage in natural environments</li> <li>Helping conserve natural environments</li> <li>Helping conserve urban spaces</li> </ul> <p><b>Areas of potential growth:</b></p> <ul style="list-style-type: none"> <li>Supporting the circular economy</li> <li>Increasing local and visitor awareness of conservation</li> <li>Supporting the sustainable usage of resources</li> <li>Minimising waste and carbon footprint</li> </ul>	<p><b>Top areas of current delivery:</b></p> <ul style="list-style-type: none"> <li>Visitors would recommend visiting Ballarat</li> <li>Visitor experiences are unique</li> <li>Products are high-quality</li> </ul> <p><b>Areas of potential growth:</b></p> <ul style="list-style-type: none"> <li>Appropriate infrastructure to accommodate and grow tourism</li> <li>Appropriate access to and around the region</li> <li>Appropriate plans in place for peak demand/events</li> </ul>

**Figure 14: Perceived delivery against key pillars, as indicated by Ballarat residents, businesses and visitors**

ECONOMIC	SOCIAL/COMMUNITY	ENVIRONMENTAL	QUALITY OF EXPERIENCES
RESIDENTS ▶ 75%	66%	47%	65%
BUSINESSES ▶ 72%	67%	35%	53%
VISITORS ▶ NOT ASKED	70%	56%	78%

<sup>1</sup>Sustainable Tourism Indicators Research, Quantum Market Research, page 5  
<sup>2</sup>Sustainable Tourism Indicators Research, Quantum Market Research, page 10  
<sup>3</sup>ibid, page 12

Four key pillars were identified for measuring progress towards sustainable tourism in the City of Ballarat: economic, social/community, environmental, and quality of experiences. These are detailed in Figure 13.<sup>3</sup>

Figure 14 provides a summary of the survey results capturing perceived delivery against each of these pillars.

These results are recognised in the recommendations and action plan developed for this SDMP.

The below results provide a baseline for repeat studies to be conducted throughout the term of this SDMP, with a view to expand and cover the whole of Midwest Victoria (dependent of available funding).

The survey results suggested there were some key areas where Ballarat was perceived as delivering well to, and other areas of potential development. ‘Top areas of current delivery’ are those which were identified as being delivered to the most. ‘Areas of potential growth’ were those areas which were seen as being delivered to the least.



Black Cat Truffles  
Credit: Matt Dunne

## Our community and the visiting friends and relatives market

The Midwest Victoria community holds the key to attracting the visiting friends and relatives (VFR) market. As hosts and trusted referrers, local residents have the greatest influence on how long their visitors choose to stay and how they spend their time and money. The VFR market is a significant market for the region, comprising 35% of all travel to Midwest Victoria<sup>1</sup>. Visiting a friend or relative is the second most common motivator for travel, after leisure-based travel.

To ensure the best possible experience for the VFR market, it is important the community takes pride in their region, is satisfied with the pace and level of tourism development and understands the range of products and experiences on offer.

Research into community hosts and the visiting friends and relatives market was undertaken in 2022, and while its sample was Ballarat residents, many of the findings are pertinent to the broader region. These have been outlined on the following page.

## Our visitors

We ask visitors to leave their preconceptions behind and open themselves up to all the region has to offer.

Midwest Victoria's target audience segments are as follows:

- Active Regional Explorers
- Regional Fledglings
- Family Heartland
- Mature Tastes
- Domestic Culturally and Linguistically Diverse (CALD) visitors
- International high-value travellers.

<sup>1</sup>Based on Tourism Research Australia 10-year average (September YE).



### VFR hosts

- VFR hosts play a highly influential role in the destinations visited and the activities undertaken by the VFR market. Given the role of hosts, opportunities exist to market to local communities that influence visitor activities.
- Mature hosts are more at ease with centring a visit around their home. There's an expectation that visitors are motivated by seeing 'me' and thus welcoming them in-home is tied to being a good host. By contrast, younger people are more likely to feel visitors want to make more of their visit and that sitting at home may feel too intensely personal.
- Those with visitors coming from further afield/longer-term/less frequently are more focused on making a special effort. Hosts are compelled to 'impress' visitors by doing something out of the ordinary.
- High volume hosts (those who hosted >10 visitors in the past year) tend to be more socially outgoing. By contrast, some less outgoing VFR hosts may find it more challenging to know where to take visitors (e.g. for dinner/drinks).
- VFR travel drives dispersion and spending – it encourages the VFR host market to try something new.
- A major motivator of visitation for the VFR market is events, with VFR hosts nearly always the instigator of events-based travel (e.g. not the visitor finding the event and inviting the host).
- VFR hosts are often more adventurous in their city because of their visitors (e.g. being pushed to do something different).

### VFR

- Those visiting family:
  - Tend to be older people.
  - Tend to be friends and family groups travelling with children.
  - Spend more nights staying in the homes of relatives or friends.
  - Are more likely to go shopping and spend money on transport, souvenirs and gifts.
- Those visiting friends:
  - Tend to be younger.
  - Spend more nights in commercial accommodation.
  - Tend to travel alone or in groups without children.
  - Tend to spend more on food and drinks, and at pubs and nightclubs.
- There is an increasing trend towards VFRs using commercial accommodation. People are going away on trips less often and want to make their break as stress-free and independent as possible while still enjoying social connections.
- VFR visitors tend to come without a plan (and this appears to be more common in Ballarat than other destinations).
- Being a large centre, local knowledge is felt to be particularly valued in Ballarat. It's not always obvious what to do in the region compared to other destinations.



### Regional Fledglings

**Profile:**

- Make more frequent day and short overnight trips than other segments.
- More likely to consider Ballarat in scope for a day trip (if metro-based).
- Are flexible to consider and convert to visiting Ballarat (as well as other destinations).
- Young singles and couples or may travel as groups of friends.
- Metro-based and urbanised tastes.
- Follow emerging trends, not their parents' example.

**What the market wants:**

- Explore though visitor-oriented producers, events/festivals and local operators.
- Food and wine focus and have the budget to support it.
- Lighter touch in the outdoors, may camp or bushwalk but it's principally a social endeavour.
- By far, the most compelling expression of Ballarat is as a short weekend getaway with a full and interesting itinerary.
- Travel often, but typically on short weekend breaks or day trips.
- Emphasis on Airbnb-type accommodation.
- Trips are commonly based around a half-day hike/bushwalk.
- Modern dining, wineries, craft beer, music events/festivals, novelty and intrigue.



### Mature Tastes

**Profile:**

- More often mature (40+), no kids, kids no longer dependent or kids left home.
- Relaxed budget, though not necessarily high spend.
- Overnight travellers, typically couples but sometimes with friends.

**What the market wants:**

- Value taking it easy and relaxing over a packed itinerary.
- Self-identify as a foodie, make planned dining arrangements and seek out produce.
- Visitation is centred around townships, not nature.
- Schedule a handful of overnight trips per year, tending to be preplanned rather than spontaneous.
- More likely to be led by a female decision-maker.
- Modern food and wine offerings (but in the comfort zone).
- Spending time in picturesque settings (but limited proactive engagement e.g. art galleries).
- Higher-end accommodation and booked dining are a must-have starting point. Mature Tastes may look to operators (who specialise in their demographic) to suggest an itinerary.
- More than any other segment, Mature Tastes feel they know the destination and it's essential to inform them that there's more to Ballarat than just the main street.



### Active Regional Explorers

**Profile:**

- Skew younger, often at the family life stage.
- Metro Melbourne suburbs.
- Educated, curious and enthusiastic.
- Engaged across channels, travel extensively and widely, and participate in a broad range of activities.
- Spend the most per night and spend more nights away than any other segment.
- They are also the most likely to consider and convert to visiting Ballarat (as well as other destinations).

**What the market wants:**

- Seek out enriching experiences; aspire to more than just 'relaxation'.
- Don't conform to one trip 'type', they arrange different itineraries to suit different needs.
- Take weekend and extended trips, typically touring to cover more than one activity.
- Above average spend, prioritise recreation in their household budget. Can include VFR spend.
- Engage in one or more outdoor pursuits, often cycling, fishing, or getting into National Parks.
- When they travel, they like to stay active and the majority like to experience the local culture and see nature.



### Family Heartland

**Profile:**

- Aged 30-49, with one or more kids under 16.
- A mix of metro and regional audiences.
- High household income and spending (a marker of life stage, not luxury).

**What the market wants:**

- Busy working parents, balancing multiple commitments, seeking a break.
- Conceptualise travel as a 'holiday', which is arranged and looked forward to in advance.
- Expect kids' activities - conventional child-oriented fun.
- May travel with other families; certainly prioritise kids hanging out with other kids.
- Self-contained accommodation, including managed camping and holiday parks.
- Tend toward regional centres and larger townships 'with more to do'.
- Looking for days out, attractions and traditional family fun.
- Side trip into nature or national parks, but not the focus.
- Separate 'art' from 'culture'. Particularly among this segment, 'art' is actively off-putting. Its presence in the mix inhibits Ballarat from conveying a compelling cultural proposition.
- Promote the holiday vibe. Family Heartland need to believe that other families like theirs are having a great time in the region and they'll likewise feel entertained. Family fun-oriented accommodation will be core to this (e.g. with a pool/jumping pillow).



### Domestic Culturally and Linguistically Diverse (CALD) visitors

**Profile:**

- Reflects the large culturally diverse communities living in greater Melbourne.

**What the market wants:**

- Keen to explore culture and nature but with social connections to similar community groups (e.g. VFR and social groups).
- They may try a variety of niche products and are not yet focussed on one specific area, such as wine tourism.
- Trips are generally short and aligned to weekends or public holidays along with culturally significant periods such as Lunar New Year or international visitation patterns.
- Word-of-mouth and social media feedback from others in the same cultural group is often a major motivator for encouraging regional visits (this includes where to go, how long to stay and where to access food).
- They will often find top tourist locations to visit from online websites and niche social media platforms that rank where best to go and what to do.
- Preference for family-friendly and ticketed visitor attractions rather than off-the-beaten path experiences, remote nature walks or unstructured travel.
- Different cultures vary in their degree of flexibility and spontaneity when planning a trip, and this may often come down to the size and composition of the travel party and how familiar a local host is with the destination.
- Getting fresh air and scenery are must-haves when leaving the city.
- They seek highly accessible nature where the car park/footpaths are all within proximity for day use.
- Sitting in formalised nature (lakeside picnic sites and botanical gardens) is sought-after.
- Stopping to look at scenery and visiting easily accessible lookouts is desirable.
- Marketing to specific CALD audience segments requires a tailored approach that takes into account their unique information gathering and product preferences, acknowledging there is significant diversity within these communities and between cultural groups.



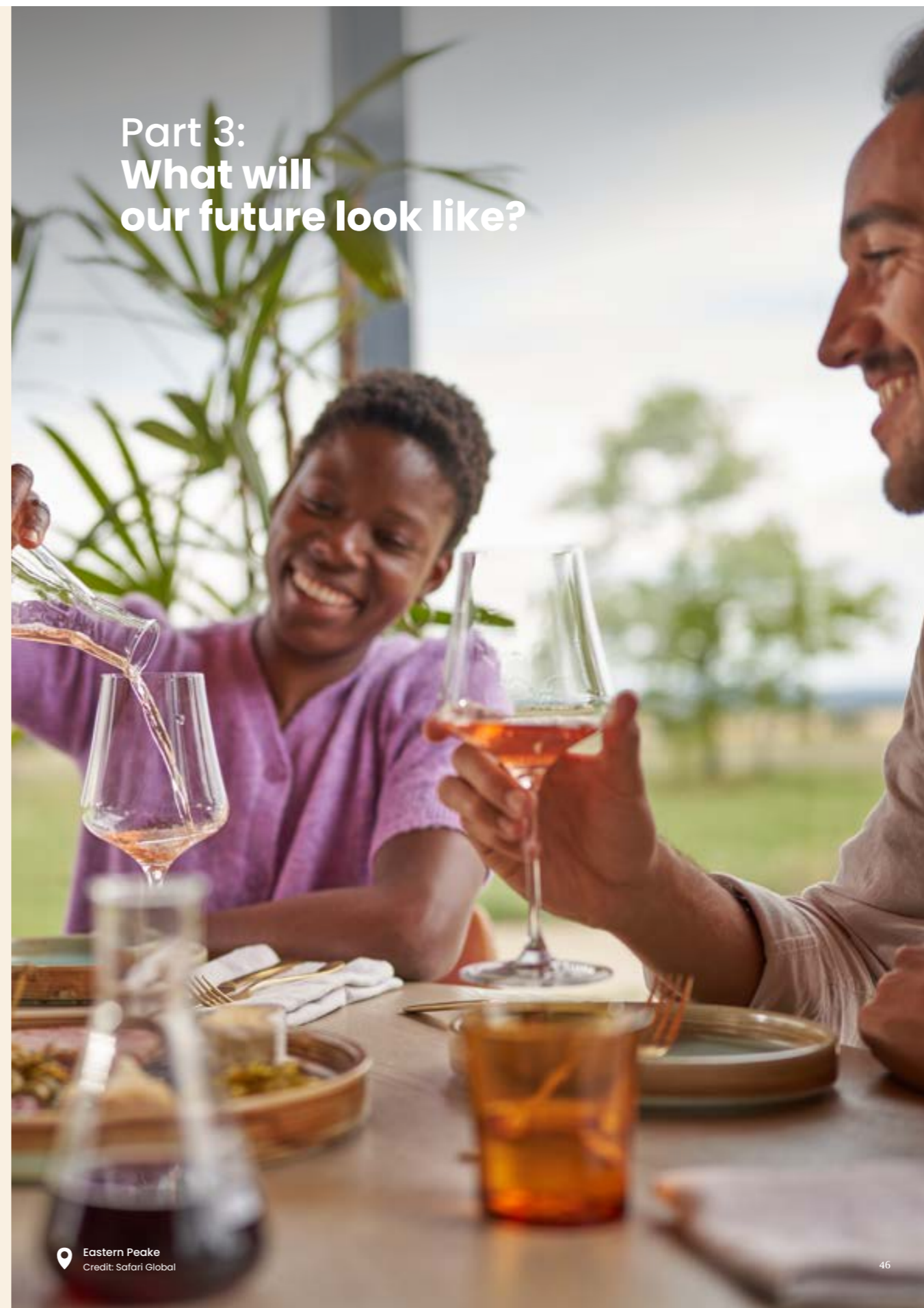
### International high-value travellers

**Profile:**

- Victoria's key international markets for demand-driving marketing activity are high-value travellers (HVTs). HVTs are empowered and increasingly knowledgeable about the world around them.
- HVTs can be leisure tourists, working-holiday makers, visiting friends and relatives, or business travellers.
- In focusing on these key target markets, we aim to attract key groups that will deliver high yields and benefit the region.

**What the market wants:**

- They want to experience everything from the local cuisine to natural surroundings.
- HVTs view knowledge about a destination as fundamental to an enriching travel experience.
- HVTs prefer authentic holidays where they experience the local culture and everyday life, including authentic First Peoples' cultural experiences.
- They will pay for quality experiences, especially if these are unique and able to be visited as part of a smaller group.
- They want to visit iconic sites and have meaningful experiences, whether via guided tours or self-guided.
- Overnight visitors need quality accommodation options or they visit as day trippers.



## Our vision, aspirations and values

### Our vision

In the best possible way, this region is never what you expect. Here, the past, present, tradition, and creativity collide in positively unexpected and harmonious ways to create a distinct cultural offering and offbeat charm that leaves visitors beguiled and entertained in equal measure.

### Our aspiration

Victoria's Midwest will be a layered sustainable destination that enhances its communities and builds a thriving visitor economy by creating connections between visitors, creative people, nature and places.

### Our values

Our values define our identity, shape our beliefs and govern our conduct. They provide a framework for how various stakeholders within the visitor economy ecosystem engage with, and contribute to, the region's visitor economy. They demonstrate a collective commitment to addressing regional challenges that impact the delicate equilibrium among visitors, communities, the environment and the economy.

Table 9: Our values explained

<b>1</b>	<p><b>We will support sustainable tourism growth.</b></p> <p>We are dedicated to establishing a sustainable and thriving future for our community by fostering responsible tourism growth and mindful development practices.</p>
<b>2</b>	<p><b>We will create our future by leaning into our past and our present.</b></p> <p>By understanding and respecting our unique heritage, culture and characteristics, we aim to create a future that both preserves and builds upon the essence that defines Victoria's Midwest.</p>
<b>3</b>	<p><b>We will embrace and own the contrast of our region.</b></p> <p>We are committed to acknowledging and celebrating the diverse and distinctive elements of Midwest Victoria. We will embrace these unique contrasts, whether they be cultural, geographical or experiential, without passing judgment or yielding to fear of differences.</p>
<b>4</b>	<p><b>We will champion creative agitation, inspiration and ideas for change to advance our region's reputation as a destination.</b></p> <p>We are committed to creativity, forward-thinking strategies and embracing our differences to grow the region's profile. We adopt a proactive and dynamic approach, acknowledging that positive change often arises from creative thinking and a willingness to challenge the status quo.</p>
<b>5</b>	<p><b>We will promote collaboration and inclusivity and encourage the respectful exchange of ideas.</b></p> <p>We recognise that the success of our visitor economy is inherently linked to the collaborative efforts of our various stakeholders, including First Peoples' organisations, local communities, businesses, government entities and visitors.</p>

## Our success targets

Our stakeholders are dedicated to realising the full benefit of the visitor economy. This extends far beyond traditional economic measurements such as visitor volume and yield.

To measure our success, a series of targets have been developed across the categories of economy, industry, community, culture and environment.

Some of these targets can be more easily measured than others. Those targets that measure the value of visitor economy using established metrics are indicated in Table 10. These targets are benchmarked and forecast based on third-party datasets such as Tourism Research Australia's National Visitor Survey (NVS) and International Visitor Survey (IVS).

There are also a variety of targets that are not so easily measured but which we will strive to achieve as a destination (these are summarised in Table 11). These targets will require the development of some new indicators that will be resourced, activated and reported on.

Measuring the value of the visitor economy

Table 10: Our success targets (measuring the value of the visitor economy)

	Measure	Target type	Source/benchmark	Current (2023)	Growth	Goal (2033)
Tier 1 Targets	Visitation	Economy, Industry	Visitor numbers to the Midwest region (day and overnight, domestic and international) as per the NVS & IVS.	3.8 million	20%	4.5 million
	Visitor spend	Economy, Industry	Spend by visitors in the Midwest region as per the NVS & IVS.	\$914 million	75%	\$1.60 billion
Tier 2 Targets	Ratio of overnight to day visitors	Economy, Industry	Number of overnight to day visitors as per the NVS & IVS data.	0.38	5%	0.40
	Average length of stay	Economy, Industry	Visitor nights data divided by visitation data collected from the NVS & IVS	2.1 nights	20%	2.5 nights
	Spend per visitor	Economy, Industry	Total visitor spend data divided by total visitation data captured from the NVS & IVS	\$242	46%	\$353
	Employment	Economy, Community	Tourism employment data from Remplan and Economy ID (sourced from Tourism Satellite account)	2,965 jobs	10%	3,282 jobs

What we strive for

Table 11: Our success targets (what we strive for)

Target	Target type
Growth in First Peoples' tourism product and business representation	Culture
An increase in the number of businesses with sustainability accreditation	Environment
Growth in community support (social license) for the visitor economy	Community
Increase in the number of businesses who have completed the Quality Tourism Framework Accessible Tourism module	Industry
Growth in industry financial contributions to regional marketing	Industry, Economy
Increase in the number of tourism businesses listed on the Australian Tourism Data Warehouse (ATDW)	Industry
Growth in industry participation in TMV upskilling opportunities	Industry

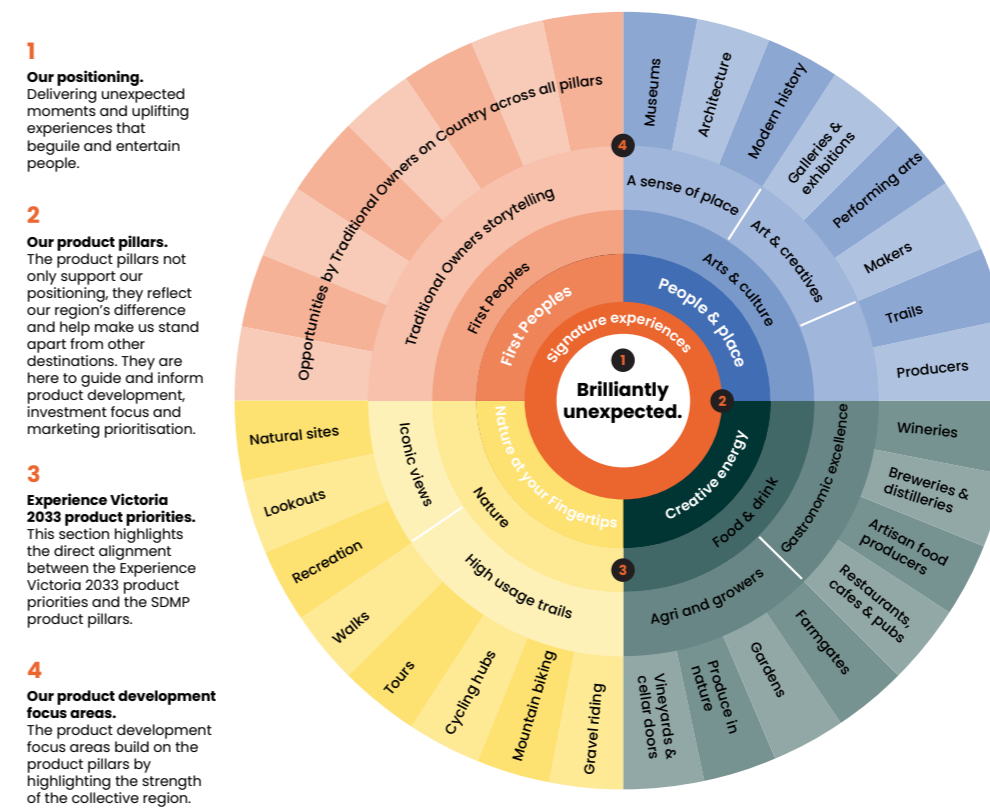
Our direction and focus areas

What will we be known for?

Midwest Victoria will be known for consistently providing an exceptional and brilliantly unexpected experience. We will do this by delivering products across curated product pillars that support and amplify this positioning.

Figure 15 encapsulates the direction for the region that has emerged through the SDMP planning process. This serves as a pivotal reference to ensure alignment across the region and guide forthcoming initiatives across planning, marketing and product development.

Figure 15: Our direction and focus areas



Enablers		
PRODUCT DEPENDENCIES	SUPPORT ACTIVITIES	GUIDING PRINCIPLES
<ul style="list-style-type: none"> <li>Accommodation</li> <li>Transport and connectivity</li> <li>Hospitality</li> </ul>	<ul style="list-style-type: none"> <li>Visitor servicing</li> <li>Marketing</li> <li>Industry training and development</li> </ul>	<ul style="list-style-type: none"> <li>Inclusivity</li> <li>Accessibility</li> <li>Sustainability</li> <li>Community wellbeing</li> </ul>

Enablers

The enablers are supporting elements that are important for the development of a sustainable visitor economy. These are not necessarily 'ribbon cutting' development projects but include elements such as industry training, marketing, supporting accommodation and hospitality.

**Positioning<sup>1</sup>**

Time-made and ever-changing; the Midwest Victoria region is a *Brilliantly Unexpected* blend of culture, history and creativity. A place where the more you put in, the more you get out.

**Product pillars**

Our product pillars not only support our proposition, they reflect our region's differences and help make us stand apart from other destinations. Our product pillars are here to guide and inform product development, investment focus and marketing prioritisation.

**Signature experiences**

Signature experiences are those that are unique to Midwest Victoria and deliver those *Brilliantly Unexpected* experiences the region wants to be known for. These experiences enhance and nurture the region's cultural, artistic and events landscape to further cement our reputation as a dynamic and contemporary destination.



**Case study: Melbourne Food & Wine Festival's Ballarat Unlocked**

Melbourne Food & Wine Festival's Ballarat Unlocked event series uncovered the region's best chefs in some of the city's most evocative and historic buildings. These events ranged from dinner in a mine at Sovereign Hill, to a subterranean feast in the Ballarat Mechanics' Institute basement and World's Longest Lunch in the forecourt of The Goods Shed.

Examples of other signature experiences include White Night Ballarat, the ever-popular Winter Wonderlights at Sovereign Hill and chic public picnic Diner en Blanc.

**First Peoples**

These products and experiences acknowledge, celebrate and elevate First Peoples' participation, history and culture (past and present). They uplift First Peoples' stories and leverage First Peoples' involvement to add value and depth to our visitor economy.

Five First Peoples' organisations makeup Midwest Victoria:

- Barengi Gadjin Land Council
- Wadawurrung Traditional Owners Aboriginal Corporation
- Dja Dja Wurrung Clans Aboriginal Corporation
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
- Eastern Maar Aboriginal Corporation

Feedback indicates a desire to find tourism development opportunities to support local employment and to particularly find partnership opportunities for guided tours, storytelling and potential for onsite accommodation and related products.



**Case study: Australian Centre for Rare Arts & Forgotten Trades**

Established in 2022 on Wadawurrung Country, the Australian Centre for Rare Arts & Forgotten Trades is a place to learn about Australia's rare arts and trades through workshops, masterclasses, events and residencies. Workshops include weaving classes with Wadawurrung woman Tammy Gilson. During these workshops, participants make a string bag (or ballang as it is known to Wadawurrung people) using jute and plant fibre, and learn techniques such as rope making through hands-on practice under Tammy's tuition.

**People and place**

To counter the region's heavy reputation for 'gold' history, this pillar is designed to tell the entirety of the region's story after settlement — a story woven through its people and enmeshed in place.



**Case study: Windflower**

Windflower is a concept store of Soho Rose Farm and extends beyond a traditional homewares or floristry store. In addition to stocking the best seasonal flowers and handmade objects, the space also plays host to intimate dinners, community events, art shows and workshops.

Windflower combines a love of materiality and texture with a deep appreciation for seasonality, quality and the unique. As a result, they only stock products they personally love, beyond temporality and fleeting trends.



**Case Study: Pick Your Own Sunflowers**

Nestled in the picturesque landscapes of the Moorabool Shire, the Britt family's sunflower farm stands as a radiant emblem of natural beauty.

Laiken Britt embarked on this journey with a simple mission: to share the joy of sunflowers with her community. Little did she know that her endeavour would not only become the first of its kind in the Moorabool Shire, but also the state's largest sunflower field.

One of the farm's most endearing features is its popularity on Instagram. The bright yellow and green backdrop of the sunflower field has become a favourite for photoshoots. Thanks to the power of social media, Pick Your Own Sunflowers has become a must-visit destination for both locals and visitors.

<sup>1</sup> In 2023, the City of Ballarat undertook a piece of strategic work with Melbourne-based brand agency Us+Us to create an integrated brand identity that established a clear and compelling articulation of our identity, values, and why people should choose our region over other destinations. The strategy and all associated future marketing is intended to reveal Ballarat and its surrounds as a desirable, distinct and multifaceted destination, and to positively reframe how the region is perceived by locals and visitors alike.

Wording from the Ballarat Place Brand Strategic Playbook has been used to shape this SDMP.

Although it would not be the responsibility of TMV to fund a regional positioning exercise, it is important that effective linkages are made to this new strategic brand identity to support visitor dispersal across the LGAs, along with illustrating the complimentary products and experiences which exist across Midwest Victoria to make it a stronger and more cohesive visitor destination.



**Creative energy**

A reflection of our people and what they do best, this pillar showcases the region’s creatives, gastronomic innovators, artisan tradespeople, and producers and growers.

Ballarat’s diverse range of food and drink wholesalers and retailers, along with the Pyrenees’ wineries and Moorabool’s produce growers, highlight the strength of this pillar and the opportunity to continue to expand the range and quality of these experiences.

Midwest Victoria will continue to leverage on its creative energy pillar which underpins diverse businesses and experiences throughout the region.



**Case Study: Mrs Baker’s Still House**

A family owned and run micro-distillery, Mrs Baker’s Still House is located within the Wimmera Hills Winery in the Pyrenees. After planting a vineyard, Jane and Benjamin Baker delved into their next adventure, the distillation of gins and liqueurs, in 2016.

Many of the botanicals used in the gins are grown in Mrs Baker’s garden. As well as supplying gin to bars, restaurants, hamper curators and markets throughout the region, Mrs Baker’s offers gin blending masterclasses and tasting experiences at the distillery. As a regional distillery, Mrs Baker’s showcases the gastronomic excellence of Victoria’s Midwest.

**Nature at your fingertips**

Midwest Victoria will capitalise on its highly accessible nature-based experiences including bushwalks, mountain and gravel bike trails, and horse riding.

All of the LGAs within Midwest Victoria have nature-based experiences that are easily accessible and offer the potential for expanded trails and tracks to allow walkers, trail runners, cyclists and riders to undertake nature-based experiences that cut across multiple LGAs.



**Case Study: Creswick Trails and Hammon Park Trailhead**

Hepburn Shire Council is currently building 60km of mountain bike trails through bushland in Creswick. Of these trails, 30km will be accessible, designed and constructed specifically for riders who have limitations riding upright, leg-powered mountain bikes. Works commenced on the Creswick Trails project in early 2023 and are expected to be complete in December 2024.

Creswick’s Hammon Park Trailhead is now complete and open for use. Features include a pump track, cycling jumps, learn-to-ride tracks, play area, climbing rope tower, accessible amenities, BBQ area and future connection to the Creswick Trails.

**Our way of working**

The following outlines how we will deliver this SDMP and tourism across the areas of sustainability, accessibility, inclusivity, First Peoples’ engagement and partnerships, and community wellbeing.

Table 12: Our way of working



**Sustainability**

Promoting sustainable practices is an essential outcome of this SDMP. This includes identifying ways to minimise negative impacts on the environment, communities and cultures. For Midwest Victoria, this will include the following:

- Encouraging operators to implement sustainable practices including energy-efficient technologies, waste reduction strategies and measuring carbon emissions
- Involving local communities in tourism planning and development to ensure that concerns and needs are understood
- Encouraging wildlife conservation efforts and responsible wildlife viewing
- Ensuring there is respect for local customs and traditions among visitors and cultural sensitivity. This may require providing cultural education and awareness programs for visitors to promote responsible and respectful behaviour
- Implementing strategies to manage and limit the number of visitors in sensitive or ecologically important areas (i.e. carrying capacities)
- Developing educational programs for visitors to raise awareness about the environmental, social and cultural impact of their visit. It will also involve providing information on responsible tourism practices and encourage eco-friendly behaviours
- Encouraging visitors to support local businesses, including locally-owned food and drink providers, makers, creators and retailers. This helps in distributing economic benefits more evenly within the community.

- Encouraging the use of sustainable transportation options, such as public transport, cycling, walking and a potential hop-on, hop-off bus. It also involves supporting eco-friendly initiatives like electric vehicles and offsetting carbon emissions through relevant programs
- Encouraging operators to apply for recognised sustainability certifications and standards, such as EcoTourism Australia, EarthCheck, or Rainforest Alliance (by way of example only). Certification programs can help verify and communicate a commitment to sustainable practices
- Encouraging operators to implement effective waste management practices, including recycling and reducing single-use plastics. And encouraging visitors to minimise their waste and educating them on proper disposal methods
- Encouraging or providing ways for visitors to offset their carbon footprint through contributions to carbon offset programs
- Regularly monitoring and evaluating the environmental, social and economic impacts of tourism activities through the Sustainable Tourism Indicators Research. It also involves using this data to make informed decisions, adjust strategies and continually improve sustainability efforts.



**Accessibility**

Encourage stakeholders (public and private) to offer experiences, facilities and services that are accessible and enjoyable for individuals of all abilities. This may include:

- Investing in accessible infrastructure (e.g. the installation of ramps, elevators, accessible bathrooms and other features)
- Introducing adaptive technologies (such as audio guides, sign language interpretation services and apps with navigation assistance)

- Offering accessible information
- Collaborating with advocacy groups.

This will support the region in becoming a destination of choice for all visitors.



### Inclusivity

Creating more inclusive experiences involves actively addressing the needs and preferences of a diverse range of visitors. This includes (but is not limited to) people with a disability, those from various cultural backgrounds, LGBTQIA+ visitors and older travellers. Ways in which Midwest Victoria will seek to be an inclusive destination will include:

- Providing a destination that is accessible to people with a disability. This includes education around hidden disabilities, such as recognising the 'Sunflower lanyard'
- Providing cultural sensitivity training for industry to enhance their awareness and understanding of diverse cultures, traditions and customs. This will help in providing respectful and inclusive experiences for visitors from various backgrounds
- Offering information, signage and services in multiple languages to cater to international visitors

- Ensuring the visitors we portray in our marketing materials reflect the diversity of our visitors and the community
- Developing and promoting events and activities that are inclusive and cater to a wide range of interests and abilities (including options for families, seniors, individuals with disabilities, and various cultural backgrounds)
- Consider the implementation of policies that demonstrate inclusivity and respect for LGBTQIA+ visitors
- Ensuring that facilities and services are inclusive and respectful of diverse gender identities, including encouraging availability of all-gender restrooms
- Promoting diversity in Midwest Victoria's tourism workforce, so that industry can better understand and meet the needs of a wide range of visitors.



### First Peoples engagement and partnerships

The region's First Peoples will guide us to develop and promote tourism experiences that deepen visitor awareness of their living culture and connection to Country. We will ensure this is undertaken at a pace that is acceptable by each First Peoples' organisation in Victoria's Midwest, noting that each group has a different priority for tourism development.

We will:

- Support self-determined First Peoples' plans and priorities
- Partner with First Peoples to deliver product in the region
- Maintain engagement and support with First Peoples across the region.



### Community wellbeing

The growth of the visitor economy can have both positive and negative impacts on community wellbeing. A sustainable tourism approach, as adopted by this SDMP, aims to maximise the positive contributions while minimising any adverse effects. We will seek to enhance community wellbeing through the following:

- Consistent and ongoing engagement - An engaged community actively participates in and benefits from tourism. Inclusive decision-making processes, local input in tourism planning and opportunities for community members to share their knowledge and traditions contribute to community wellbeing. This SDMP ensures there is engagement with the community at a local and regional level on an ongoing basis
- Preservation of culture - There needs to be a focus on the preservation and promotion of local cultures, traditions and heritage. Tourism should respect and celebrate the cultural identity of the community. First Peoples must be consulted in relation to any initiatives pertaining to their community, traditional knowledge and living culture

- Support infrastructure development - Well-planned tourism development can lead to improved infrastructure that benefits both residents and visitors. This includes better roads, public spaces, healthcare facilities and utilities, enhancing the overall wellbeing of the community. There are several supporting infrastructure projects in the pipeline for the region (and some currently underway) that should be linked to the tourism sector and actively promoted as such
- Education and awareness - Community wellbeing is enhanced when residents are educated about the benefits and challenges of tourism. An awareness program is required in the region to help residents understand the importance of the sector and sustainable tourism practices.

## Part 4: Our action plan



Art Gallery of Ballarat  
Credit: Mass Motion

**Priority infrastructure projects**

Identified below is a list of demand-driving infrastructure projects aligned to the pillars of this SDMP – this list will be updated throughout the life of the plan.

Pillar alignment	Project	Action and impact
First Peoples	Wadawurrung Traditional Owners Tourism Plan, Wadawurrung Country	Support the final development and delivery of the outcomes of a cultural tourism plan, once adopted by the Wadawurrung Traditional Owners Aboriginal Corporation.
	Development of Traditional Owner tourism plans across all regions within Victoria's Midwest	Support and promote all Traditional Owner organisations across Midwest Victoria to produce cultural tourism plans which incorporate key attractions. Create opportunities to connect visitors with local First Peoples' practices in education, storytelling and caring for Country.
People and place	Sovereign Hill Gold Pavilion, Ballarat	Create a new arrival experience at Sovereign Hill, including the delivery of a major new visitor experience. The new arrival precinct will increase capacity to serve Sovereign Hill's forecast visitor growth, enable Sovereign Hill to meet contemporary visitor expectations, increase accessibility and inclusion, and provide a compelling new First Peoples acknowledgment.
	Lydiard Street Public Realm Revitalisation, Ballarat	One of the grandest Victorian era streetscapes in the country, Lydiard Street connects the Ballarat Railway Station with many of city's flagship cultural institutions, restaurants and tourism attractions. As identified in the City of Ballarat's Visitor Arrival Master Plan, the Lydiard Street Public Realm Revitalisation project will support activation, greenification and illumination of this important throughfare, enhancing the arrival experience for pedestrians.
	The Victorian Goldfields World Heritage Bid	Support the ongoing efforts of the project team to secure the World Heritage listing, ensuring alignment between this project, community benefit of increased visitation and sustainable destination development across the region.
Nature at your fingertips	Bald Hill Activation Project, Bacchus Marsh	Following a feasibility study completed by Moorabool Shire in 2020, this project aims to activate the 60-hectare reserve to cater to the needs of nature-based travellers. This will be achieved by enhancing existing art installations and the 1,000+ Steps walking trail.
	Hammon Park Mountain Bike Park Trailhead launch, Creswick	Led by Hepburn Shire, Hammon Park is the recently completed trailhead for the Creswick Trails Network (60km of world-class mountain bike trails currently under construction). The trailhead provides a new amenity to trail users and spectators. Once complete, the full trail network will require support to launch and promote.
	Woookarung Regional Park investment, Ballarat	Woookarung Regional Park offers a range of activities for visitors in nature, including the Dementia-friendly Forest and Sensory Trail which opened in 2021. Parks Victoria's Woookarung Regional Park Strategic Directions Plan will deliver new visitor amenities, greater connectivity and an enhanced trail network.
	Mineral Springs Masterplan, Moorabool and Hepburn Shires	Supporting the Victoria's Mineral Springs Masterplan 2023-2032, further investment is required for visitor research to understand the real and potential value of the springs. Note: this project also covers the Daylesford Macedon Tourism region.

Creative energy	Ballarat Art and Cultural Area, Ballarat	A revitalised arts and cultural precinct anchored by key City of Ballarat cultural venues, including the Art Gallery of Ballarat and the Ballarat Mining Exchange, will create a vibrant arts hub. Enhancing this precinct within the Ballarat CBD will directly benefit both residents and visitors.
	National Centre for Photography, Ballarat	The heritage-listed Union Bank building is currently being renovated to house the National Centre for Photography and serve as a hub for the Ballarat International Foto Biennale. This multistage project includes galleries, creative residency spaces and a photo lab, as well as accessible restrooms.
	Victoria Park live events infrastructure, Ballarat	Identified in the City of Ballarat's Victoria Park Master Plan, the introduction of permanent infrastructure for live events will deliver minimum viable standards for event organisers. This will encourage more frequent large-scale events to take place in the region.
Enabling infrastructure	Beaufort Lake Caravan Park tourism and worker accommodation, Beaufort	Delivering on the Beaufort Caravan Park masterplan, this project will provide powered and unpowered sites, cabins, camp kitchen, building and roads infrastructure, as well as electrical and sewage upgrades.
	Pyrenees winery accommodation and conference centre feasibility study, Pyrenees Shire	The first stage of the hotel feasibility study will examine key elements of the host environment including the wine industry, tourism, hospitality, and other key economic drivers. It will incorporate detailed analysis of current short-term accommodation with the view to unlock investment opportunities.
	Sovereign Hill Hotel expansion and redevelopment, Ballarat	This proposal for the renovation and expansion of the Sovereign Hill Hotel will create 225 new or improved beds for school camps which can be flexibly used for much-needed additional leisure accommodation in peak periods.
	Wayfinding and storytelling across Midwest Victoria	Following the Goldfields Gateway pilot project, expand the implementation of best practice wayfinding and storytelling across the region. Adopting a consistent approach to wayfinding will allow for the integration of innovative design and technology.

## Theme 1: A thriving visitor economy ecosystem

Building a stronger, more resilient visitor economy ecosystem through collaboration, planning and advocacy.

Tourism Midwest Victoria is eager to continue to build a strong, resilient and thriving visitor economy ecosystem for the benefit of its communities.

This will require the following:

- Stronger collaboration and communication between stakeholders (across both the public and private sectors).
- Greater resourcing, investment and advocacy.
- Stronger levels of community engagement to ensure residents are actively informed of tourism-related achievements, activities and the value tourism brings to their community.
- Ensuring that advocacy efforts for Midwest Victoria continue helping to promote the region and its positioning, as well as to profile the projects outlined in this SDMP (particularly with consideration to grant funding opportunities).
- Developing a consistent and agile response to emergencies, crises and climate action.

The timeframes included in the action plan reflect the following:

- Short term: 2024 – 2026.
- Medium term: 2026 – 2030.
- Long term: post-2030.

### Alignment with UN Sustainable Development Goals



Table 13: Theme 1 Action Plan

# No.	Sub-theme	Recommended actions <sup>1</sup>	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
1.1	<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Use the SDMP to guide advocacy actions, and to outline stakeholder identification, advocacy principles and advocacy priorities.</li> <li>• Coordinate advocacy via TMV.</li> </ul>	Support activities	The SDMP is activated, reviewed and managed.	n/a	TMV, All LGAs	Short term
1.2	<b>Community engagement</b>	<ul style="list-style-type: none"> <li>• Develop a TMV Community Communication Plan.</li> <li>• Monitor community feedback.</li> </ul>	Guiding principles	The community has a growing positive sentiment toward tourism and understands its value to the destination.	\$10k	TMV	Annually
1.3	<b>Crisis management</b>	<ul style="list-style-type: none"> <li>• Develop a TMV Crisis Management Plan.</li> <li>• Provide industry with access to resilient ready/crisis preparedness programs.</li> </ul>	Guiding principles	Plans are activated to appropriately respond to emergency, crisis and climate-related events. The industry is prepared and has mitigation strategies in place.	\$25k	TMV, All LGAs	Annually
1.4	<b>Funding</b>	<ul style="list-style-type: none"> <li>• Develop a Grants and Funding Strategy.</li> <li>• Match priority projects to grant funding schemes.</li> <li>• Determine specific project leads for grant applications.</li> </ul>	Support activities	External funding is secured for Priority Projects identified in the SDMP Annual Action Plan.	\$50k	TMV, All LGAs	Short term
1.5	<b>Industry partner programs</b>	<ul style="list-style-type: none"> <li>• Offer TMV Industry Partner programs annually.</li> <li>• Develop in unison with industry and key stakeholders including Visit Victoria and VTIC.</li> <li>• Ensure resources to deliver and drive partnership.</li> </ul>	Support activities	Businesses signed up for the program see its value and are engaged with relevant activations and projects.	\$30k	TMV	Short term
1.6	<b>Plan governance</b>	<ul style="list-style-type: none"> <li>• Endorse a SDMP Governance Framework.</li> <li>• Develop a Stakeholder Engagement Framework.</li> <li>• Undertake active project management through annual planning.</li> </ul>	Support activities	The SDMP is activated, reviewed and managed via a SDMP Governance Framework.	\$20k	TMV	Short term
1.7	<b>Research and data</b>	<ul style="list-style-type: none"> <li>• Conduct ongoing TMV Sustainable Tourism Indicators Research (sample segments: visitors, industry and local community).</li> <li>• Produce annual TMV tourism performance reports.</li> <li>• Provide annual SDMP reporting.</li> <li>• Work towards identifying agreed quantifiable metrics for the "What we strive for" targets.</li> </ul>	Support activities	Sustainable Tourism Indicators Research shows ongoing satisfaction with the host community's perception regarding tourism. Annual SDMP reporting demonstrates the plan's achievements.	\$80k	TMV	Ongoing
1.8	<b>TMV resourcing</b>	<ul style="list-style-type: none"> <li>• Advocate for TMV centralised tourism model.</li> <li>• Advocate for centralised resourcing.</li> </ul>	Support activities	Improved resourcing for tourism is achieved.	Reallocation of existing resource budgets to allow central delivery models	TMV, All LGAs	Short term

Considerations for how these actions have been identified are included in Appendix 12.

## Theme 2: Building our reputation and positioning

We want to identify the distinct voice, personality and story of the region and continue to amplify this to drive visitation, investment and positioning.

We want to continue to build on our reputation as a compelling visitor destination which offers authentic experiences to our visitors. These experiences are showcased across our five product pillars of Signature experiences, People and place, Creative energy, Nature at your fingertips and First Peoples.

To achieve this will require the following:

- Ensuring all stakeholders understand and can confidently share our story with our visitors. This will help ensure that all visitors, irrespective of why they are visiting or where they are visiting from, can understand the values that underpin our brand.
- Making sure our host community are supportive of the visitor economy to help grow civic pride and to assist in creating stronger connections.
- Encouraging regional partners to combine their efforts to increase investment in targeted marketing through an evidence-based and insight-led approach.

The timeframes included in the action plan reflect the following:

- Short term: 2024 – 2026
- Medium term: 2026 – 2030
- Long term: post-2030

### Alignment with UN Sustainable Development Goals



Table 14: Theme 2 Action Plan

# No.	Sub-theme	Recommended actions <sup>2</sup>	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
2.1	Brand positioning	<ul style="list-style-type: none"> <li>• Undertake regional audience segmentation research.</li> <li>• Develop a sub-destination positioning framework.</li> <li>• Commission a digital asset library.</li> <li>• Develop an annual strategic marketing plan.</li> </ul>	Support activities	A greater understanding of sub-regional markets is achieved. Positioning work is commenced for other Midwest Victoria LGAs.	\$200k <sup>2</sup> (MSC, PSC, HSC, GPSC) \$60k (BCC) <sup>3</sup>	TMV (coordination), LGA (funding)	Short-medium term
2.2	Leveraging Visit Victoria marketing	<ul style="list-style-type: none"> <li>• Participate in collaborative marketing partnerships with Visit Victoria to leverage the <i>Every Bit Different</i> campaign.</li> </ul>	Support activities	Leveraging of state activity to support regional visitation	\$50k per annum	TMV	Annual ongoing
2.3	Commitment to sustainability	<ul style="list-style-type: none"> <li>• Demonstrate TMV's commitment to sustainability through the ongoing development in all areas, incorporating sustainability benchmark research and application of appropriate tools.</li> </ul>	Guiding principles	Destination stakeholders lead the industry with positive impact policies, initiatives and actions.	\$40k	TMV, All LGAs	Medium – long term
2.4	Community as hosts	<ul style="list-style-type: none"> <li>• Investigate the regionalisation of the <i>In The Know</i> campaign.</li> </ul>	Support activities	Community advocates for the visitor economy and support for the sector continues to grow.	\$15k	TMV	Medium term
2.5	International	<ul style="list-style-type: none"> <li>• Continue to identify and support operators to attend the International Mentoring Program (IMP).</li> <li>• Continue partnership with Great Southern Touring Route.</li> <li>• Attend and support product at Australian Tourism Exchange (ATE) annually.</li> </ul>	Support activities	A more tactical, strategic approach to target international visitors is developed.	\$60k	TMV	Medium term Ongoing
2.6	Regional agritourism positioning	<ul style="list-style-type: none"> <li>• Undertake producers and growers signature product development.</li> <li>• Investigate expansion of Made of: Ballarat as an industry-owned mark.</li> </ul>	Support activities	Increased awareness of Midwest Victoria as an agritourism destination.	\$100k	TMV, producers and growers	Medium term
2.7	Visitor servicing	<ul style="list-style-type: none"> <li>• Activate the Victorian Visitor Servicing Strategy.</li> <li>• Develop a Regional Visitor Servicing Strategy and Action Plan</li> </ul>	Support activities	Visitor servicing is aligned across the region and to future trends.	\$50k	VTIC, All LGAs	Short term

Considerations for how these actions have been identified are included in Appendix 12.

<sup>2</sup> Sourced via possible grant funding.

<sup>3</sup> Noting that BCC already has brand work and segmentation research completed though this may need ongoing updates.

## Theme 3: Enhancing our products, experiences and accommodation

We offer captivating experiences for our visitors that will also help improve the liveability of our communities.

Stakeholders across Midwest Victoria have a strong desire to increase visitor dwell time, generate greater visitor spending and activate our night-time economy.

To achieve this, the following is required:

- Strong alignment between the destination marketing message and the visitor experience.
- Reinvestment into existing attractions, experiences and accommodation products to refresh and realign them with changing visitor market expectations.
- There is also a need to develop original, new tourism experiences and accommodation that will help shape a compelling, must-visit destination.

The timeframes included in the action plan reflect the following:

- Short term: 2024 – 2026.
- Medium term: 2026 – 2030.
- Long term: post-2030.

### Alignment with UN Sustainable Development Goals



Table 15: Theme 3 Action Plan

# No.	Sub-theme	Recommended actions <sup>5</sup>	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
3.1	Supporting First Peoples to pursue self-determined and self-sufficient opportunities	<ul style="list-style-type: none"> <li>• Support self-determined First Peoples' plans and priorities.</li> <li>• Partner with First Peoples to deliver product in the region.</li> <li>• Maintain engagement and support with First Peoples across the region.</li> </ul>	First Peoples, People and place	Ongoing relationships built with First Peoples.	n/a	TOs with TMV support	Medium term
3.2	Arts, culture and heritage experience trail development	<ul style="list-style-type: none"> <li>• Implement an arts, culture and heritage trail connecting various signature products throughout the region.</li> </ul>	Creative energy, First Peoples, People and place	Signature arts, culture and heritage products throughout the region are better connected and promoted to drive visitor awareness, demand and dispersal.	\$85k	Arts and culture institutions TMV, All LGAs	Medium – long term
3.3	Food and drink experience development	<ul style="list-style-type: none"> <li>• Implement a food trail connecting signature food and drink experiences throughout the region.</li> <li>• Deliver regional Agritourism 'Visitor Ready' Program to support new and existing agritourism businesses to become visitor-ready.</li> </ul>	Creative energy, People and place	Awareness of the region as a high-quality food and drink destination grows, leveraging signature food and drink experiences.	\$100k	TMV, All LGAs, food and drink operators, Agri-Tourism operators	Medium term
3.4	Major projects and master planning advocacy	<ul style="list-style-type: none"> <li>• Continue to support and advocate for major masterplan projects<sup>5</sup></li> </ul>	Signature experiences	Funding for masterplans is achieved and plans are delivered.	n/a	TMV	Medium – long term
3.5	Nature experience development	<ul style="list-style-type: none"> <li>• Work alongside Parks Victoria to identify signature eco-tourism experiences that strengthens the brand identity.</li> <li>• Ongoing investment in walking and cycling trails and shared pathways.</li> </ul>	Nature at your fingertips, Creative energy, Product dependencies	Experiences are developed that align with the Nature at your fingertips product pillar and assist in delivering our targets.	\$75k	Parks Victoria TMV, All LGAs	Short – medium term
3.6	Night-time economy	<ul style="list-style-type: none"> <li>• Identify intervention concepts for night-time economy precincts, understanding barriers to after-hours activity (including zoning and compliance).</li> </ul>	Creative energy, People and place	The night-time economy is activated in selected precincts, helping to drive economic growth, enhance cultural and social experiences and create a more dynamic and inclusive community.	\$35k	TMV, All LGAs	Medium term
3.7	Advocacy and support for planning frameworks	<ul style="list-style-type: none"> <li>• Undertake a Tourism Planning Zone Study.</li> <li>• Undertake amendments to planning schemes where required.</li> </ul>	Support activities, Product dependencies	Barriers to tourism development are more clearly understood and a pathway to resolve these is worked towards.	\$150k	TMV, All LGAs	Medium – long term
3.8	Unique quality accommodation	<ul style="list-style-type: none"> <li>• Conduct a detailed regional accommodation audit including the supply of rooms/bookable units.</li> <li>• Undertake a detailed Accommodation Opportunities and Investment Study with a supporting investment prospectus.</li> </ul>	Product dependencies, People and place	Appropriately-scaled accommodation that is driving demand for the destination and/or supporting longer visitor stays is developed.	\$65k	TMV, All LGAs	Medium term

Considerations for how these actions have been identified are included in Appendix 12.

<sup>5</sup>Including: Sovereign Hill Master Plan, Ballarat Wildlife Park, Kryal Castle, National Centre of Photography, Eureka Centre, Her Majesty's Theatre, Ballarat Civic Hall, Ballarat Creative Cities Master Plan, Moorabool Art Gallery, Creswick Mountain Bike Trails

## Theme 4: Improving our infrastructure, placemaking and accessibility

Ensuring infrastructure investment enables a foundation to create, grow and enhance the long-term potential for new visitor economy products and services.

Midwest Victoria has a growing visitor economy and this growth is likely to continue due to our proximity to Melbourne and nearby major regional centres.

There is a need to:

- Ensure investment in new tourism infrastructure.
- Advocate for investment in transport connections, placemaking, accessibility enhancements and visitor services.

The timeframes included in the action plan reflect the following:

- Short term: 2024 – 2026.
- Medium term: 2026 – 2030.
- Long term: post-2030.

### Alignment with UN Sustainable Development Goals



Table 16: Theme 4 Action Plan

# No.	Sub-theme	Recommended actions <sup>7</sup>	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
4.1	Accessibility	<ul style="list-style-type: none"> <li>• Complete a regional accessibility audit.</li> <li>• Encourage tourism businesses to undertake training in accessibility needs (including how this can enhance revenue).</li> <li>• Develop a promotional campaign profiling the region as an accessible community and leisure destination.</li> </ul>	Product dependencies, Guiding principles	The region is positioned as one of Victoria's most accessible tourism destinations.	\$50k	TMV, tourism businesses	Ongoing
4.2	Connected public transport	<ul style="list-style-type: none"> <li>• Investigate the development of a Hop-On/Hop-Off Transport Shuttle Business Case.</li> <li>• Advocate for public and private transport connections.</li> <li>• Undertake electric vehicle industry advocacy.</li> </ul>	Product dependencies, Guiding principles	A connected transport network is available, enabling visitors to travel to destinations with or without a private vehicle.	\$65k	TMV, All LGAs, attraction operators	Short -medium term
4.3	Digital connectivity	<ul style="list-style-type: none"> <li>• Advocate on digital black spot connectivity.</li> </ul>	Product dependencies, Guiding principles	Mobile phone reception throughout the region improves, enhancing visitor and resident safety.	n/a	TMV	Ongoing

Considerations for how these actions have been identified are included in Appendix 12.

# No.	Sub-theme	Recommended actions <sup>7</sup>	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
4.4	Events infrastructure	<ul style="list-style-type: none"> <li>• Complete Regional Events Facility and Assets Audit.</li> <li>• Undertake Regional Business Events Venue Feasibility Study.</li> </ul>	Product dependencies	Identification of suitable viable event venues.	\$100k	TMV, All LGAs	Medium -longer term
4.5	Integrated transport planning	<ul style="list-style-type: none"> <li>• Influence and provide advice on local government integrated transport plans.</li> </ul>	Product dependencies, Guiding principles	More aligned transport planning resulting in visitors being able to get to and around the region without a car or paid tour.	n/a	TMV, All LGAs	Ongoing
4.6	Investment attraction	<ul style="list-style-type: none"> <li>• Create a TMV Investment Attraction Strategy and Prospectus.</li> <li>• Continue major project masterplan and funding advocacy.</li> <li>• Advocate for increased worker attraction in the region.</li> </ul>	Support activities	Private and public sector investment into priority projects identified within this SDMP.	\$85k	TMV, All LGAs	Short term
4.7	Parks infrastructure	<ul style="list-style-type: none"> <li>• Advocate for Parks Victoria's infrastructure, assets and funding requirements for the region.</li> </ul>	Product dependencies, Nature at your fingertips	Parks Victoria investment into infrastructure and other assets.	n/a	TMV, Parks Victoria, LGAs	Medium - long term
4.8	Placemaking, public realm, beautification	<ul style="list-style-type: none"> <li>• Consider and influence township beautification and activation plans.</li> <li>• Input into the Lydiard Street Public Realm Revitalisation Project.</li> <li>• Input into the Laneway Activation Business Case/Master Plan.</li> <li>• Support the Ballarat Arts and Cultural Precinct Business Case development.</li> </ul>	Product dependencies	Visitor satisfaction grows, local communities feel heard and their liveability improves from new visitor infrastructure, capital works and placemaking initiatives.	n/a	TMV, BCC	Medium - long term
4.9	Signage and wayfinding	<ul style="list-style-type: none"> <li>• Complete a Regional Wayfinding and Signage Strategy and Framework.</li> <li>• Implement and complete the Goldfields Gateways Project.</li> <li>• Incorporate digital storytelling and visitor servicing into new signage and wayfinding projects.</li> </ul>	Product dependencies	Visitor and local navigation and interpretation of the region are improved.	\$100k	TMV, All LGAs	Medium term
4.10	Tracks and trails	<ul style="list-style-type: none"> <li>• Develop a Regional Tracks and Trails Network Master Plan (inclusive of walking, cycling, horse-riding and high-usage trails).</li> </ul>	Product dependencies, Nature at your fingertips	Tracks and trail planning are integrated and coordinated moving forward.	\$80k	TMV, Parks Victoria, All LGAs	Medium term

## Theme 5: Growing destination-driving events

We want to curate destination-driving events that drive year-round visitation and deliver *Brilliantly Unexpected* experiences for our visitors.

Events and festivals are an important component of our visitor economy, assisting with growing overnight visitor expenditure and stimulating visitation in off-peak periods. Our proximity to Melbourne, our existing accommodation base and our tourism assets make our region an ideal location to host a diverse range of events and festivals.

This theme focuses on:

- Identifying events aligned with the region’s comparative strengths and product pillars.
- Utilising our assets to build a strong events brand.
- Growing the business and conferencing events sector to develop a robust and sustainable year-round visitor economy.

The timeframes included in the action plan reflect the following:

- Short term: 2024 – 2026.
- Medium term: 2026 – 2030.
- Long term: post-2030.

Table 17: Theme 5 Action Plan

# No.	Sub-theme	Recommended actions <sup>a</sup>	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
5.1	Destination-driving events	<ul style="list-style-type: none"> <li>• Develop a region-wide Tourism Events Strategy.</li> <li>• Promote opportunities for food, produce and beverage events.</li> <li>• Develop a program that promotes local produce and farmers’ markets.</li> <li>• Identify arts and culture-based events that can occur across the region. Focus on those that can run for longer periods and activate the night-time economy.</li> <li>• Support literary and cultural events.</li> <li>• Develop a major cycling event.</li> <li>• Ensure sporting events in region maximise contribution to the visitor economy through both comprehensive servicing of participants to enhance length of stay, dispersal and spend of participants and influencing sporting events to maximise brand alignment as appropriate.</li> </ul>	Signature experiences, Creative energy, People and place, Nature at your fingertips	Destination-driving events are growing the profile of Midwest Victoria and delivering on our product pillars.	\$200k	TMV, All LGAs	Medium term
5.2	Business events attraction	<ul style="list-style-type: none"> <li>• Develop a Business Events Sector Plan.</li> <li>• Advocate for a business events attraction resource within TMV.</li> <li>• Evolve the existing business events attraction fund.</li> <li>• Partner with Business Events Victoria, Melbourne Convention Bureau, and Melbourne Convention and Exhibition Centre.</li> </ul>	Support activities	A more strategic and tactical approach to attracting business events is developed.	\$100k	TMV, business event operators	Medium term
5.3	Events transport infrastructure	<ul style="list-style-type: none"> <li>• Investigate opportunities for flexible transport initiatives to support events across the region.</li> </ul>	Product dependencies	Connectivity and accessibility to events hosted in region.	\$15k	TMV	Medium term

### Alignment with UN Sustainable Development Goals



Considerations for how these actions have been identified are included in Appendix 12.



## Theme 6: Making our industry resilient

A resilient industry, driven by collaboration, communication and ongoing skills training, will help deliver a higher quality and more consistent visitor experience.

The quality of a visitor's destination experience relies heavily on service delivery across many sectors including accommodation, food and beverage, retail, tours, transport and attractions.

To deliver a high-quality visitor experience, the industry needs to be supported to develop and continue to update their organisational skills and knowledge.

This theme focuses on:

- Fostering industry development via continued engagement, collaboration and training to build a robust, empowered and visitor-ready industry.
- Providing quality research and insights to assist industry to make informed decisions.
- Maintaining ongoing strategic partnerships and collaborations.

The timeframes included in the action plan reflect the following:

Short term: 2024 – 2026.

Medium term: 2026 – 2030.

Long term: post-2030.

### Alignment with UN Sustainable Development Goals



Table 18: Theme 6 Action Plan

# No.	Sub-theme	Recommended actions?	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
6.1	Enhancing capacity to deliver meaningful experiences	<ul style="list-style-type: none"> <li>• Review and action the Grampians Workforce Development Strategy.</li> <li>• Workforce attraction, desirability of careers in industry and calibre of workforce.</li> <li>• Consider a Workforce Planning Promotional Campaign.</li> <li>• Investigate the development of a food and beverage roster.</li> <li>• Offer annual TMV product development program.</li> </ul>	Support activities	Workforce availability to meet demand and any seasonality changes.	\$5k	LGAs Industry State Govt TMV	Short-medium term
6.2	Industry engagement	<ul style="list-style-type: none"> <li>• Complete an annual TMV Engagement Plan.</li> </ul>	Support activities	The industry feels valued and engaged and continues to work with TMV.	\$30k	TMV	Short-medium term
6.3	Industry strengthening	<ul style="list-style-type: none"> <li>• Develop an annual Industry Development Plan.</li> <li>• Maintain and enhance TMV Industry Hub with useful operator toolkits and resources.</li> <li>• Establish an annual TMV industry conference.</li> </ul>	Support activities	The industry is well-skilled and continues to engage in upskilling programs.	\$180k	TMV	Short – medium term
6.4	Research and insights	<ul style="list-style-type: none"> <li>• Develop and maintain an industry research and insights portal.</li> <li>• Report on quarterly TMV Tourism Research Australia results.</li> <li>• Undertake periodic Sustainable Tourism Indicators Research.</li> </ul>	Support activities	Quantitative and qualitative data is made available on an ongoing basis and is utilised by stakeholders for reporting.	\$80k	TMV	Ongoing
6.5	Stakeholder partnerships and collaborations	<ul style="list-style-type: none"> <li>• Partner and collaborate with aligned stakeholder activations and programs.</li> </ul>	Support activities	Strategic partnerships and collaborations are facilitated.	\$30k	TMV	Ongoing

Considerations for how these actions have been identified are included in Appendix 12.



 Mitchell Harris  
Credit: The Common Wanderer

## Appendix 1 Stakeholder acknowledgements

This SDMP has been developed with the continued involvement of stakeholders from across the TMV region. The Project Control Group (PCG) are grateful for the support, as well as the substantial contributions of time and information that were shared during the SDMP's development.

Table 22: Stakeholders consulted

Stakeholder Group	Stakeholder
State	Department of Jobs, Skills, Industry and Regions <ul style="list-style-type: none"> <li>▪ Parks Victoria</li> <li>▪ Regional Development Victoria</li> <li>▪ Visit Victoria</li> </ul>
Regional	<ul style="list-style-type: none"> <li>▪ Grampians Tourism</li> <li>▪ Tourism Collective (completing the Bendigo Region DMP)</li> <li>▪ Tourism Midwest Victoria</li> </ul>
First Peoples	<ul style="list-style-type: none"> <li>▪ Barengi Gadjin Land Council</li> <li>▪ Dja Dja Wurrung Clans Aboriginal Corporation</li> <li>▪ Eastern Marr Aboriginal Corporation</li> <li>▪ Wadawurrung Traditional Owners Aboriginal Corporation</li> </ul>
Ballarat City Council	<ul style="list-style-type: none"> <li>▪ Art Gallery of Ballarat</li> <li>▪ Arts and Events</li> <li>▪ Ballarat Airport</li> <li>▪ Councillors</li> <li>▪ Creative Cities</li> <li>▪ Economic Growth</li> <li>▪ Eureka Centre</li> <li>▪ Her Majesty's Theatre</li> <li>▪ Heritage and Cultural Landscapes</li> <li>▪ Visitor Economy</li> </ul>
Pyrenees Shire Council	<ul style="list-style-type: none"> <li>▪ Business Support</li> <li>▪ CEO</li> <li>▪ Councillors</li> <li>▪ Economic Development and Tourism</li> </ul>
Moorabool Shire Council	Community Planning Community Strengthening <ul style="list-style-type: none"> <li>▪ Councillors</li> </ul> Economic Development Mayor
Hepburn Shire Council	Community and Economy Councillors Events Visitor Experience
Golden Plains Shire Council	Economic Development Marketing and Tourism

Stakeholder Group	Stakeholder
Community	82 survey responses from interested community members
Industry	1816 Bakehouse Ballan Chamber of Commerce Ballan Neighbourhood House Ballarat Suites Best Western Ballarat Turf Club Ballarat Wildlife Park Basketball Ballarat Bell Tower Inn Blackwood Hotel Business and Tourism Creswick Chamber of Commerce Child & Family Services Ballarat Commerce Ballarat Committee for Ballarat Creative Clunes CresFest Creswick Neighbourhood Centre Creswick Woollen Mills Cyril Callister Museum Dalwhinnie WineFederation University Golden Nugget Discovery Tours Gordons at Gordon Restaurant Hidden Lanes Hotel Canberra ID Hotels Advisory Kilderkin Distillery Kryal Castle Log Cabin Camp Maze House Mercure Ballarat New Leaf Experiences Preface Films Beaufort RACV Goldfields Resort Australian Centre for Rare Arts & Forgotten Trades Tailored Hospitality: Roy Hammond, Aunty Jacks, Grainery Lane and Hop Temple Sovereign Hill Sovereign Park Motor Inn Summerfield Winery Taltarni Vineyards The Goods Shed Ballarat The Red Lion Hotel Tiny House/House on the Hill Accommodation Hotel Vera Urban Markets

## Appendix 2 Survey Findings

### Overview

## 201 Responses

A survey was distributed over five weeks to the community and industry throughout the Tourism Midwest Victoria region.

The survey received **201** responses.

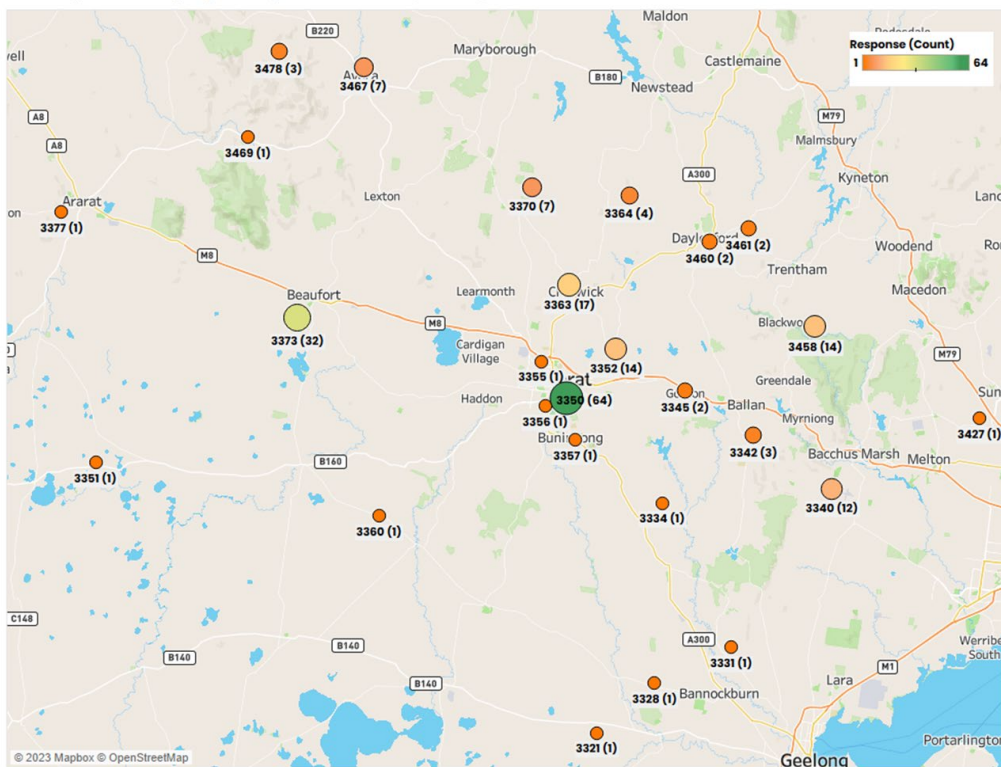
Overall, the sample size was robust, achieving a 95% confidence level and a 7% margin of error.

Nearly all of the LGAs achieved a good response rate.

### Question 1

What Council area do you primarily associate with?

#### 2. What postcode do you primarily associate with? (All LGAs)



### Question 2

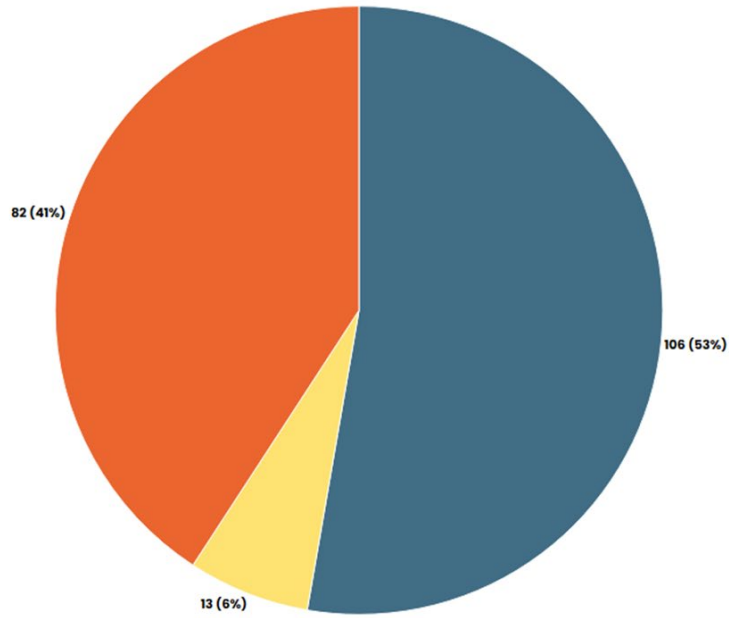
A very good representative spread of postcodes was achieved

Understandably Ballarat (as the region's city) got a greater share

We will continue to engage with communities and industry throughout the process to encourage wide involvement

Considering that several LGAs felt their industry and community were over-surveyed in recent times, the response rate and spread is impressive

3. In what capacity are you completing this Survey? (All LGAs)

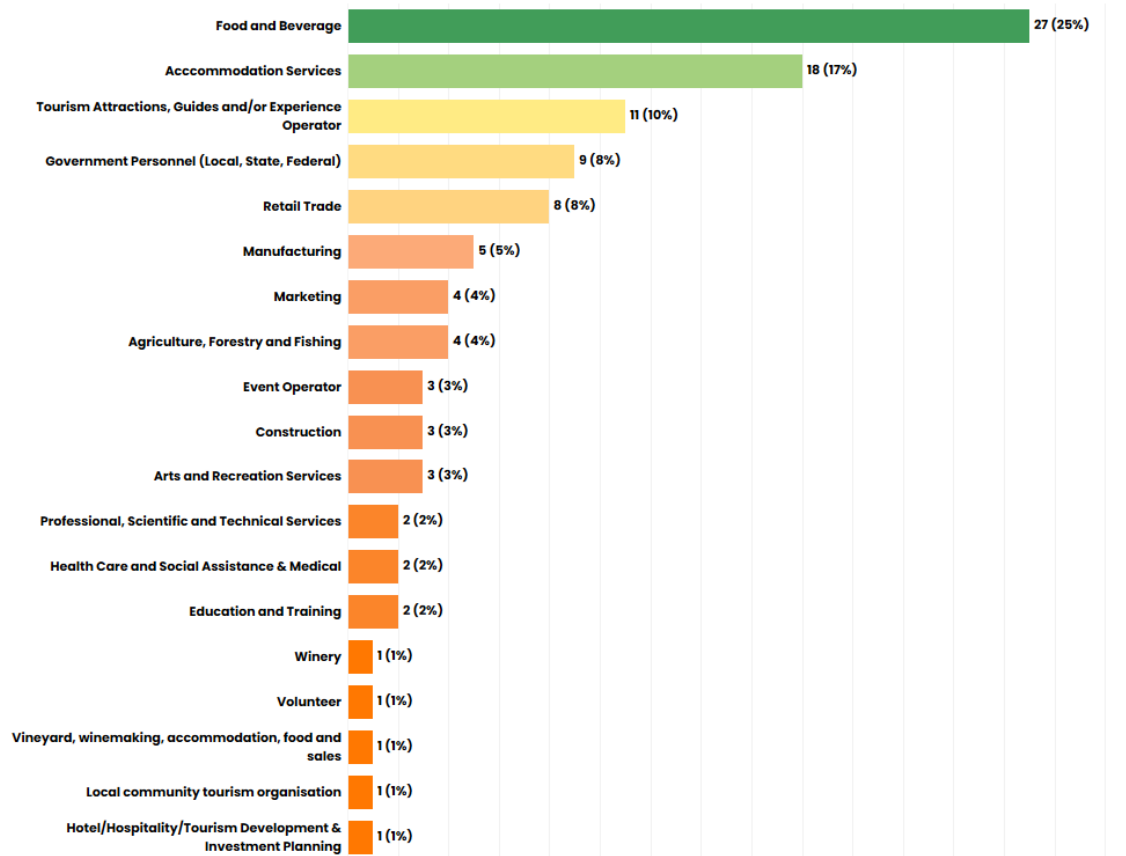


- Response
- Business representative (and also as a resident in the region)
  - Business representative (but not a resident in the region)
  - Interested community member or volunteer

### Question 3

A good split between business and industry respondents and separately interested community members  
 Also captured business representatives who aren't residents but are investors/operators

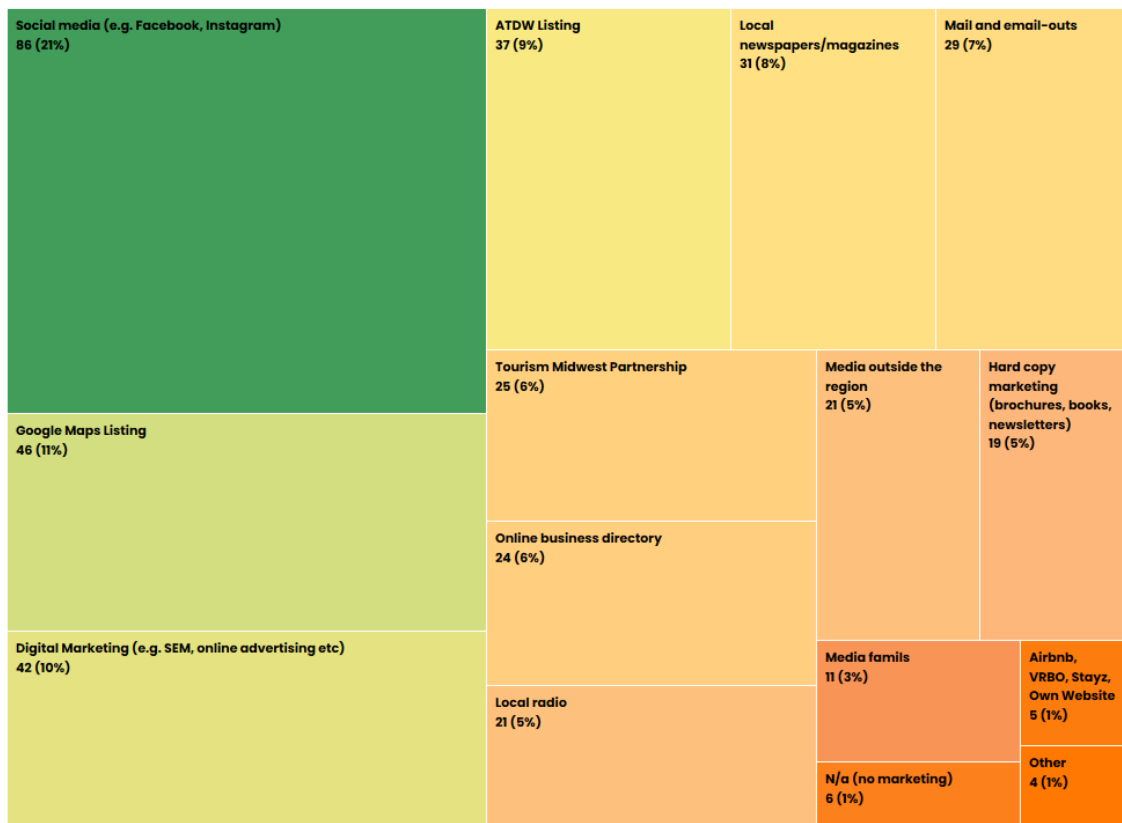
#### 4. What best describes your business/organisation (All LGAs)



### Question 4

Importantly, 55% of business respondents were primarily tourism sector operators  
 Other sectors of the economy were also well covered

**5. How is your business/organisation primarily promoted? Select all that apply.  
 (All LGAs)**



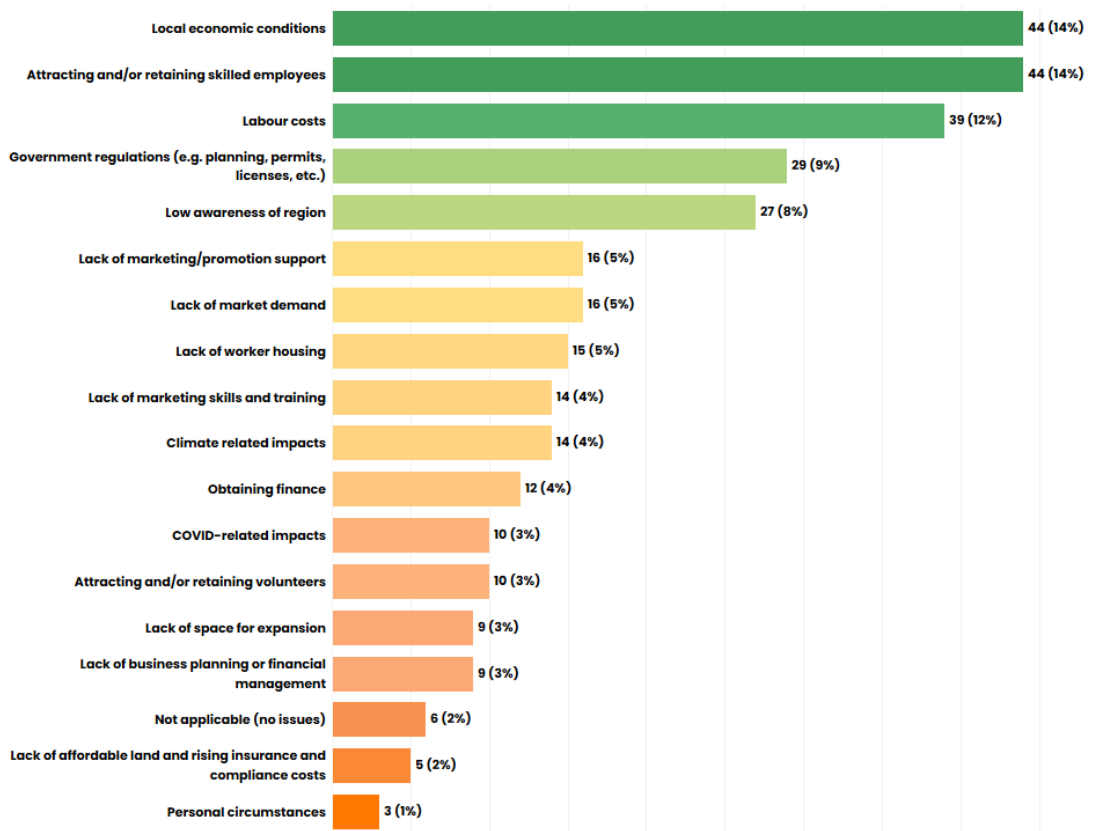


### Question 5

Responses indicate the importance of social media in promoting businesses  
 Just under 10% of businesses are listed on the Australian Tourism Data Warehouse.

6% noted they also promote via the Tourism Midwest Victoria Partnership.

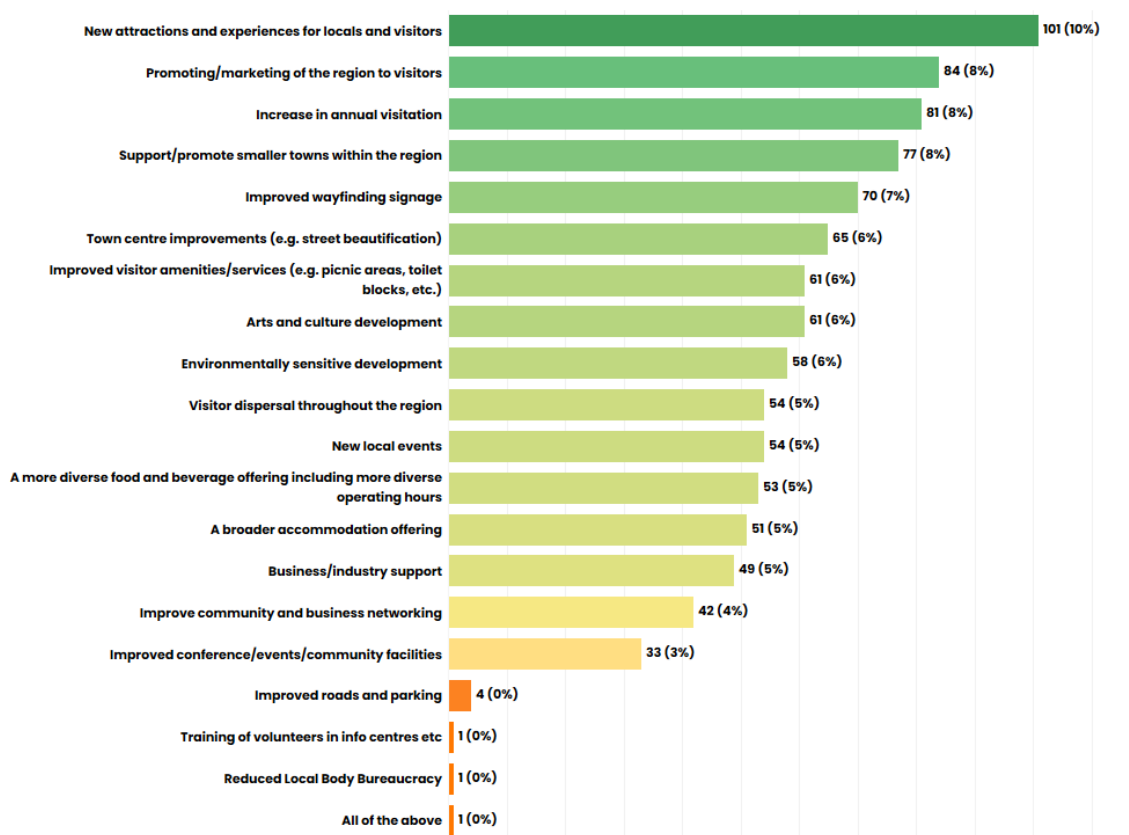
**6. What issues is your business/organisation facing? Select all that apply.  
 (All)**



### Question 6

Current economic conditions and staffing are the major issues noted. Government regulations are noted as a major issue as well (especially planning). 8% felt the region had low awareness and 5% said there was a lack of marketing support. The SDMP and LAAPs will pick up on these and other issues and identify solutions.

#### 7. What are the key outcomes that this Destination Management Plan should focus on? Select all that apply. (All LGAs)



## Question 7

Most want to see new attractions established and see a need to upgrade many existing attractions.

A desire for stronger visitation and better dispersal of visitors around the region.

A desire for more events.

A desire for a night-time economy.

The need to diversify food and beverage offerings.

## Question 8

**8. If there was one project that deserved priority over others to improve tourism to the region, please provide details below, including a preferred location (Ballarat)**

Ballarat–Skipton Rail Trail

Clarksdale Bird Sanctuary

Devil's Kitchen

Historic gold mines

Caravan parks

A giant jar of Vegemite. Put Beaufort on the map for road trips. The home of Vegemite already add a classic Aussie favourite with a Giant Vegemite Jar

Accommodation in the Pyrenees. Dining options in the Pyrenees

An RACV-style resort in Moonambel

Longer opening hours for the Avoca Information Centre

Accommodation centre/resort with conference facility and restaurant

Free camping in a better location & with better facilities

In Beaufort, a local and traveller park facility away from the highway, with toilets, fresh water and sun/rain shelter

More accommodation in Avoca

More diverse food and beverage offerings, particularly in Avoca

The Cyril Callister Museum - the man who invented Vegemite

Lake Goldsmith Steam Rally - Lake Goldsmith

E-bike trail between Ballarat and Creswick

Creswick needs an arts centre - a space to sell art and pop-up performance e.g. performance poetry or theatre

A state museum or centre highlighting the forestry industry in Victoria

Focus on mountain biking

To make Creswick Park Lake a viable asset (picnic tables, paths, signage) and encourage events and tourists and locals to go there

Professionalise the Creswick Museum

Night-time events

An information centre with easy access coming into town for the tourists with plenty of parking including for caravans

Assist Ballarat Tramway Museum to better promote activities and events that will attract further tourists to the region. The museum has a brand-new facility in the Botanical Gardens that can host events and functions, it has the only operating restaurant tram and original Clifton Pugh Art tram that is stored away plus Australia's oldest operating horse-drawn tram.

Ballarat Arts and Cultural Precinct - Lydiard Street, Ballarat

Ballarat CBA and Station Precinct focus

Improve the Bakery Hill precinct on arrival into Ballarat. The current first impression of the city is very poor. More green space and underground/all-weather car parking is required.

Extending hours that cafés are open

Lake Wendouree as a potential location for a new major attraction

Mountain bike park

More accommodation in Bacchus Marsh

More dining options in Ballan

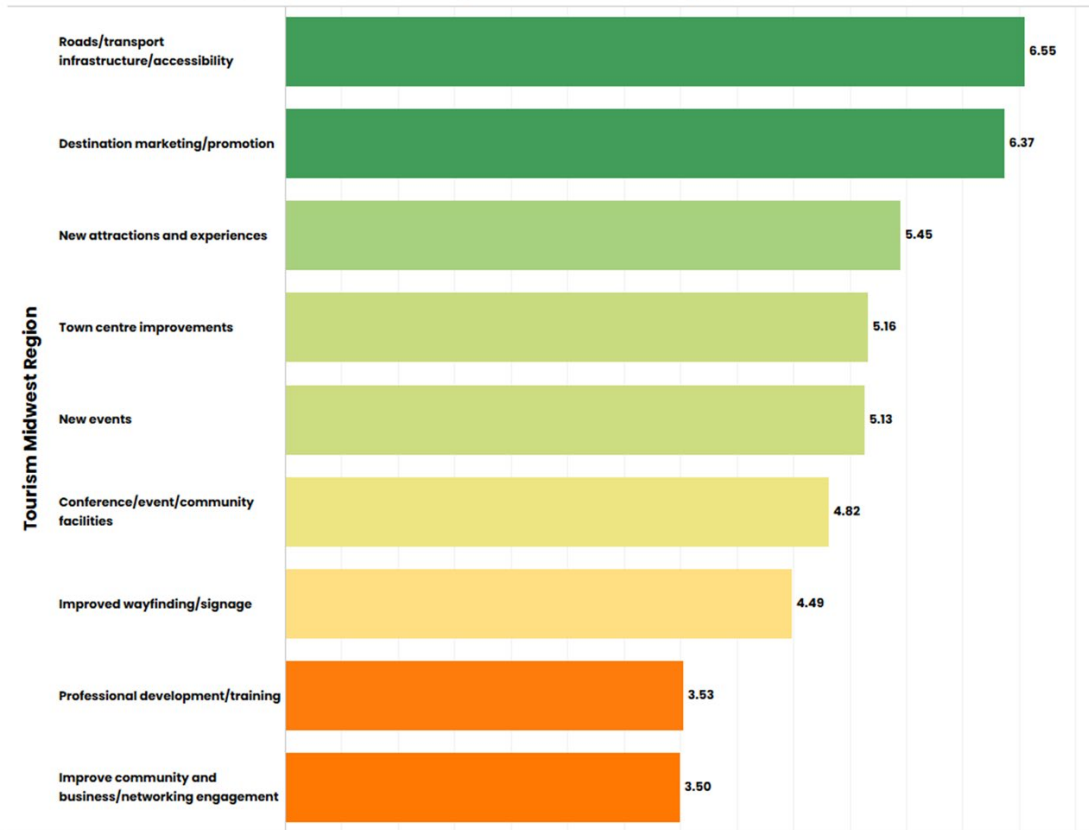
Placemaking and wayfinding

Signage and promotion of the town

Suitable accommodation and venues for business events within Bacchus Marsh.

Greater artistic displays within the whole region

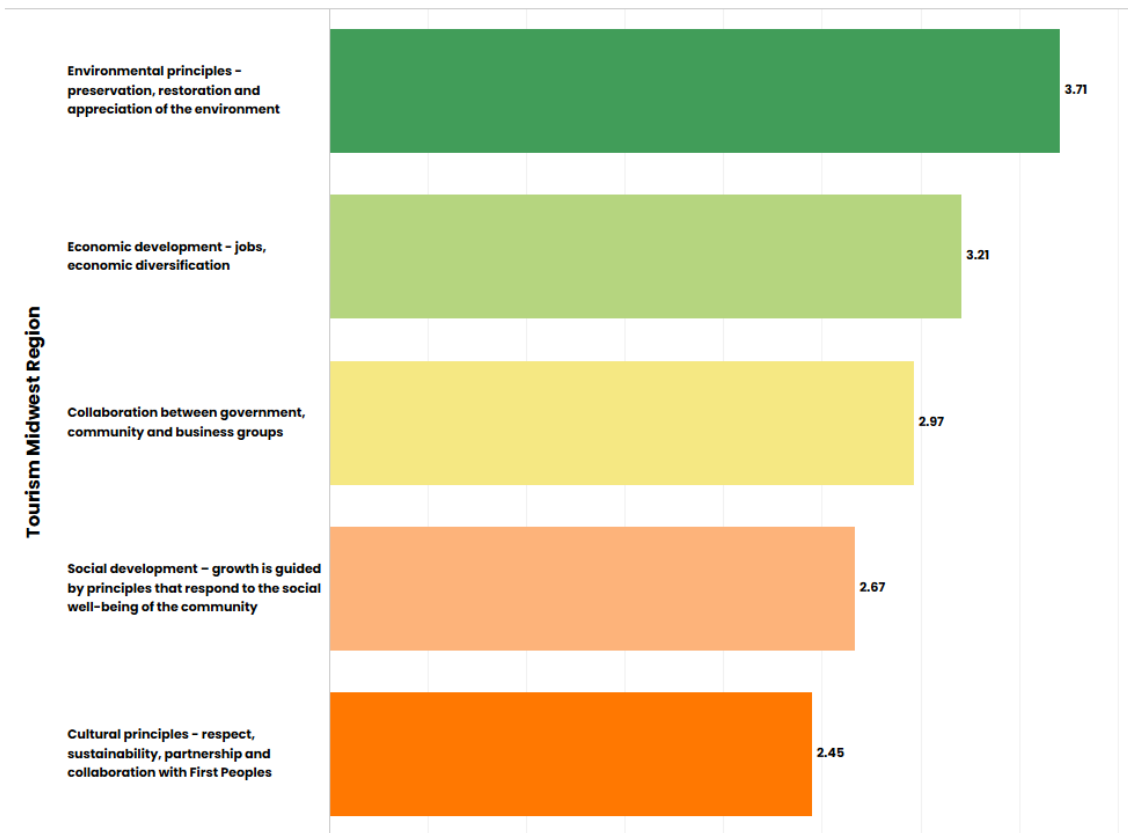
9. Please rank the items requiring attention in the region. (Tourism Midwest Region)



### Question 9

- The biggest improvement noted was for road infrastructure and public transport, followed by stronger destination marketing
- Introduce new attractions and experiences
- Improve town centres and walkability, signage, parking, lighting, landscaping
- Create new events
- New and refreshed conference and community facilities

10. Please rank what core values/guiding principles you think should guide sustainable tourism development in the Tourism Midwest. (Tourism Midwest Region)



## Question 10

Environmental considerations rated the highest, economic development and jobs was next.

Stronger collaboration between public, private and community stakeholders.

Social development important.

First Peoples partnerships and collaboration required.

## Appendix 3 Glossary

BCC	Ballarat City Council
CALD	Culturally and Linguistically Diverse
CAPEX	Capital Expenditure
CBD	Central Business District
COVID-19	Coronavirus disease
DEECA	Department of Energy, Environment and Climate Action
DJSIR	Department of Jobs, Skills, Industry and Regions
DMP	Destination Management Plan
F&B	Food and Beverage
GDP	Gross Domestic Product
GPSC	Golden Plains Shire Council
HSC	Hepburn Shire Council
HVTs	High Value Travellers
IVS	International Visitor Survey
LAAP	Local Area Action Plan
MSC	Moorabool Shire Council
NPS	Net Promoter Score
NVS	National Visitor Survey
PCG	Project Control Group
PSC	Pyrenees Shire Council
RDV	Regional Development Victoria
REDS	Regional Economic Development Strategy
RTB	Regional Tourism Board
SDGs	Sustainable Development Goals
TMV	Tourism Midwest Victoria
TRA	Tourism Research Australia
UN	United Nations
VEP	Visitor Economy Partnership
VFR	Visiting Friends and Relatives

VTIC	Victoria Tourism Industry Council
YE	Year End



## Appendix 4 Experience Victoria 2033 Product Priorities and Settings

Figure 17: Experience Victoria 2033 Product Priorities and Settings<sup>32</sup>

Table 23: Experience Victoria 2033 Product priorities and settings, and alignment with Midwest Victoria

Experience Victoria 2033 Product Priorities and Settings	Current Strengths for the Midwest	Emerging Strengths for Midwest	To be Worked On
Wellness			

## Appendix 5 Visit Victoria Brand Playbook

Figure 18: Regional sub-brand framework - Goldfields<sup>33</sup>

Regional sub-brand framework			
<b>Goldfields</b>			
<b>Visitation drivers</b>	Escape my everyday	Surprise and delight me	Spark my imagination
<b>Victorian Masterbrand promise</b> <b>Goldfields sub-brand promise</b>	Enrich every moment in Victoria's rich heartland		
<b>Pillars</b>	<b>Nature at your fingertips</b> <ul style="list-style-type: none"> <li>Lakes</li> <li>Hikes and bushwalking trails</li> <li>Gardens</li> </ul>	<b>Passion for quality</b> <ul style="list-style-type: none"> <li>UNESCO Creative City in the area of Craft and Folk Art, Ballarat</li> <li>UNESCO Bendigo city and region of gastronomy</li> <li>Premium food and drink experiences</li> <li>Wine region and cellar doors</li> <li>Artisans</li> <li>Attractions</li> </ul>	<b>Storied culture</b> <ul style="list-style-type: none"> <li>Post-colonial history and architecture and early Chinese culture</li> <li>First Peoples cultural experiences</li> <li>Villages and towns</li> <li>Art galleries and cultural institutions</li> </ul>
<b>Proof points</b>	<ul style="list-style-type: none"> <li>Lake Wendouree, Lake Weeroona</li> <li>Mount Buninyong, Mount Alexander Regional Park, La Larr Ba Gauwa Mountain Bike Park</li> <li>The Goldfields Track</li> <li>Pink Cliffs Geological Reserve</li> <li>Rosalind Park</li> </ul>	<ul style="list-style-type: none"> <li>Masons, Wine Bank of View, Percy and Percy, Long Paddock Cheese, Cabosse and Feve Chocolates, Hop Temple, Restaurant Lola, Mr Jones, Mitchell Harris Wine Bar</li> <li>Shiraz Republic, Vinea Marson, Balgownie Estate, Blue Pyrenees Estate, Michael Unwin Wines</li> <li>Last Trades Fair, Bendigo Pottery, Wooten</li> <li>White Night, Winter Wonderlights</li> </ul>	<ul style="list-style-type: none"> <li>Djaara Lights</li> <li>Bendigo, Ballarat, Castlemaine Heathcote, Bridgewater on Loddon, Harcourt, Talbot</li> <li>Bendigo Art Gallery, Art Gallery of Ballarat, Castlemaine Art Gallery</li> <li>The Great Stupa of Universal Compassion</li> </ul>
<b>Personality traits</b>	Open-minded	Creative	Intriguing

<sup>33</sup> Destination Victoria Brand Strategy, page 24.

## Appendix 6 Product Audit – Detailed Data

### Attractions/Experiences

#### + Supply

The following audit is primarily based on an extensive 'data scraping' exercise that leveraged the following sources<sup>34</sup>:

Tourism Midwest Victoria's database;  
Australian Tourism Data Warehouse;  
Tripadvisor;  
Google Travel  
Google Maps

This audit is focused on tourism experiences that are marketed and positioned as "things to do" when visitors travel to the region. Products and experiences which are primarily utilised by the local community have, therefore, been excluded.

Figure 19 illustrates the findings of the attractions audit and demonstrates the following:

There are 287 tourist attractions throughout Midwest Victoria. The most common type is Natural Areas & Trails, comprising over one-third (33%) of attractions identified. This includes parks, reserves, bodies of water etc and is quite a broad category. Most, if not all, of this is free product.

The next largest category of attraction is Historic Sites, Experiences and Museums comprising 27% of product identified.

The vast majority of products and experiences are clustered around major towns such as Ballarat, Avoca, Beaufort, Creswick, Clunes and Bacchus Marsh.

The region has one major hero attraction being Sovereign Hill (that is, an experience marketed as central to the region and as a 'must do', including by Visit Victoria).

While Midwest Victoria wants to be positioned as a food and drink destination, there is a lack of agritourism and associated produce experiences to support this.

Although nature-based product makes up the majority of assets/attractions identified, there are very limited commissionable and value-add tourism-based experiences.

A top-line assessment of free versus paid products demonstrated that an estimated 61% of the region's tourism product is free. Greater economic benefit is generated through commissionable tourism experiences because of direct visitor spending, the ability for wholesalers and intermediaries to package up products, and the ability to encourage reinvestment in the product.

The attractions audit mapping also graphically illustrates the significant number of attractions which are located within the Ballarat LGA compared to the surrounding LGAs.

#### + Consumer Sentiment Assessment

A sentiment assessment was also completed on products with more than five reviews available and where there were more than three products in a category (see Appendix 6 for an overview of how net promoter scores [NPS] are calculated). The results are summarised in Figure 19 and demonstrate the following.

Midwest Victoria's experiences/attractions product receives an overall NPS of +57 based on 34,728 reviews, which is a good NPS rating.

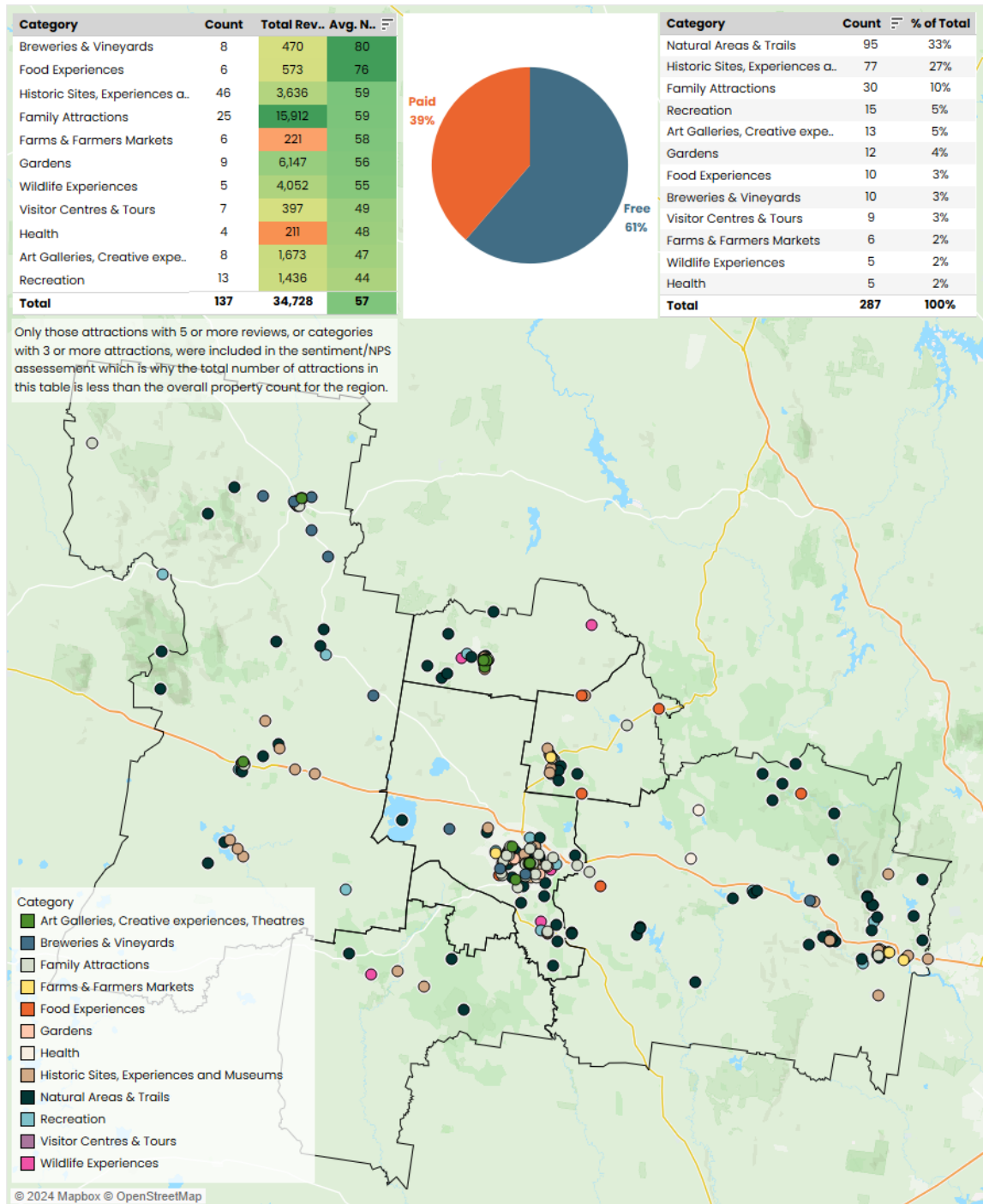
The product category that receives the highest average NPS score is Food Experiences, with a very high NPS of +80. This is based on 470 reviews.

The product category with the lowest average NPS is Recreation, with a NPS score of +44.

Paid product has a higher average NPS (+52) than free product (+58), reflecting consumer willingness to pay for product that is of a high enough quality/standard.

<sup>34</sup> It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online. The audit was conducted over the period June – September 2023. Feedback from some LGAs has indicated that there are far more operators than listed above but the fact that they are not promoted online does highlight a major marketing and awareness weakness.

Figure 19: Tourism Midwest Victoria attractions audit



## Accommodation

### + Supply Assessment

An accommodation audit was completed for the region. The audit is primarily based on an extensive 'data scraping' exercise that leveraged the following sources<sup>35</sup>:

Australian Tourism Data Warehouse  
AirDNA  
Tripadvisor  
Google Travel  
Google Maps

The audit revealed the following (Figure 20):

- The region's accommodation mix is largely supplied through boutique accommodation (38%).
- This excludes some Airbnb properties as there is no way to eliminate dual listings across websites, however a separate audit of Airbnb indicates there are 1,776 Airbnb properties throughout the Midwest Victoria region. The majority are situated in Hepburn Springs (covering the entire Council area)(58%), followed by Ballarat (28%). Overall, the Airbnb properties have an annual occupancy rate of 56%.<sup>36</sup>

While boutique properties account for the most properties, hotels and resorts account for 15% of properties but their room stock comprises 32% of bookable units.

While the region has some branded properties, it could benefit from having more internationally-branded properties as medium to larger hotel properties can leverage their extensive loyalty program databases to market their properties (and the region) both nationally and internationally.

As per the audit mapping, the vast majority of commercial accommodation is within the Ballarat LGA.

Though interested parties have been trying for some time to develop a new medium to larger scale hotel in Ballarat to help meet the needs of the conference, events, general business and functions markets, the viability of such a development has not been proven to date. This is seen to be constraining growth in the visitor economy for Ballarat and the region as a whole.

### + Consumer Sentiment Assessment

A sentiment assessment was completed on accommodation products with more than five reviews available and where there were more than three products in a category (see Appendix 6 for an overview of how net promoter scores [NPS] are calculated). The results are summarised in Figure 20.

The region's commercial accommodation product receives an overall NPS of +45, based on 23,791 reviews.

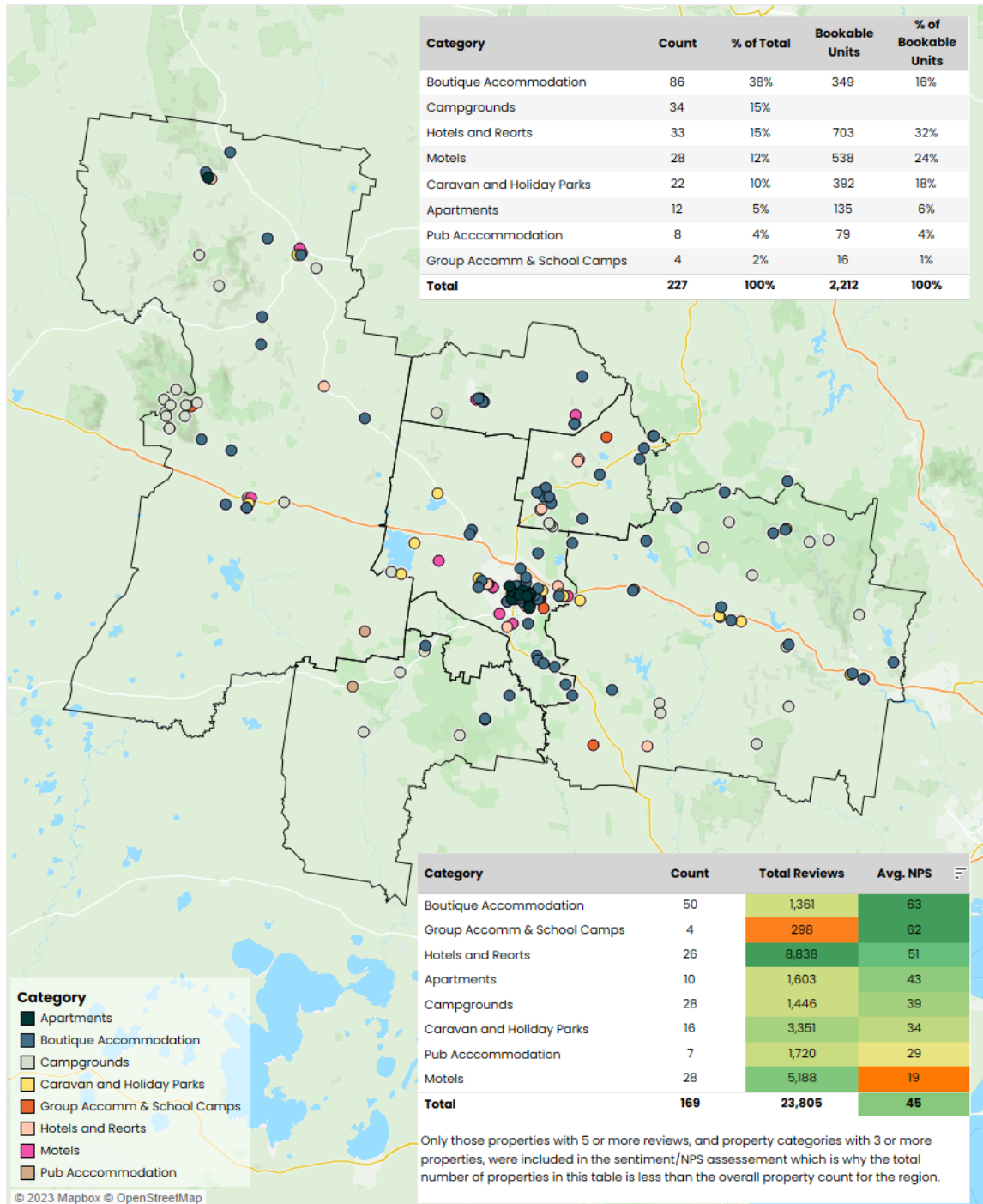
The category that received the highest average NPS score is Boutique Accommodation, followed by Group Accommodation and School Camps.

Motels, which make up a large proportion of the region's bookable unit stock, receive a below-average low NPS of +19 (based on 5,188 reviews). This indicates there may be concern from consumers regarding the quality and price proposition of motel properties in the region (i.e. the price-to-value proposition may be out of kilter for some motels).

<sup>35</sup> It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online. The audit was conducted in April 2023.

<sup>36</sup> AirDNA

Figure 20: Tourism Midwest Victoria accommodation audit<sup>37</sup>



<sup>37</sup> Note, bookable unit stock for caravan parks reflects bookable cabins only. It does not include camping sites as for most locations, this data was not available.

## Appendix 8 NPS Calculation

To undertake a top-line assessment of the quality of a region’s product offering, the Net Promoter Score (NPS) metric can be used. This is a measurement of consumer loyalty. In a tourism context, this translates to a visitor’s willingness to not only return for another stay but also make a recommendation to their family, friends and colleagues. NPS scores are reported with a number from -100 to +100, with a score above 30 considered good and a score above 50 considered excellent.

The NPS is calculated using a scale (see Figure 21):

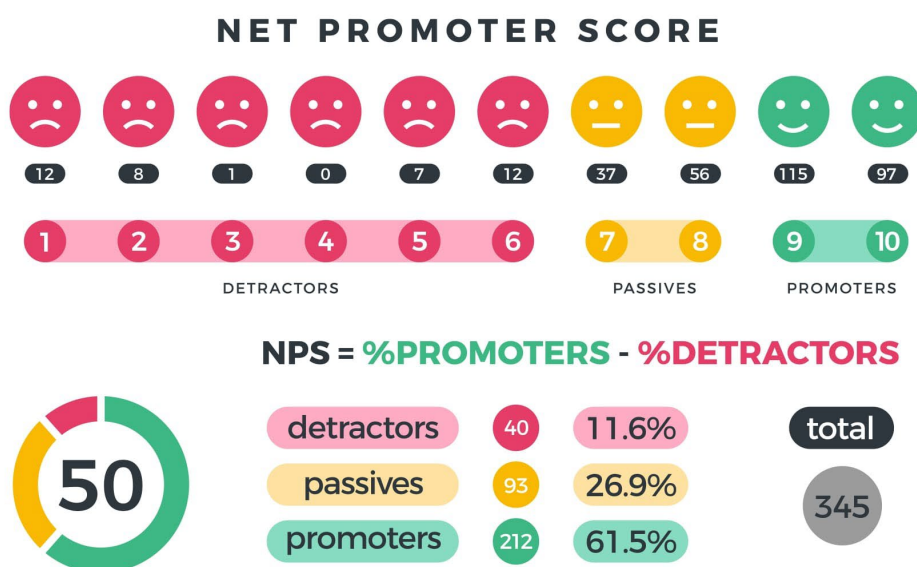
a score between 0-6 is considered unhappy customers who are unlikely to return and may even discourage others from staying with the provider

a score between 7-8 being passives, meaning they are satisfied with the provider but not happy enough to be considered promoters

a score between 9-10 is considered promoters who are typically loyal and enthusiastic customers and who are likely to return and strongly promote the provider.

Tripadvisor and Google<sup>38</sup> use a scale of 1-5 for consumer ratings on accommodation products. Converting this to the NPS scale means that a rating of 1-3 is considered “detractors” for the product, a score of 4 is the product’s “passives” and a score of 5 is the product’s “promoters”.<sup>39</sup> Only product with more than five reviews was included in the NPS assessment to ensure a robust sample size.

Figure 21: Net Promoter Score scale



<sup>38</sup> Booking.com has not been used to derive a NPS because it does not provide a scale of scores, but rather, only provides an overall score. Therefore, an NPS is unable to be calculated from Booking.com listings.  
<sup>39</sup> <https://birdeye.com/blog/net-promoter-score-explained/>

## Appendix 9 Demand Driving Products and Experiences

Midwest Victoria is home to a diverse range of natural and built visitor attractions, intertwining rich gold rush heritage with natural beauty, contemporary attractions, and food and drink experiences.

Table 24 provides a summary of major demand-driving products and experiences for the region.

Table 24: Demand driving products and experiences

Major Natural Attractions			Signature Accommodation	Attractions & Experiences	Signature Events
Brisbane Ranges National Park			NRMA Ballarat Holiday Park	Art Gallery of Ballarat	Ballarat Begonia Festival
Lake Wendouree			Eco-Luxe at Mount Avoca	Ballarat Botanical Gardens	Ballarat Heritage Festival
Lal Lal Falls			Hotel Vera	Ballarat Wildlife Park	Ballarat International Foto Biennale
Lerderberg State Park			Kryal Castle Suites and BIG4 Holiday Park.	Black Cat Truffles	Clunes Booktown
Goldfields Track			Quest Ballarat Station	Creswick Woollen Mills	CresFest
Werribee Gorge State Park			RACV Goldfields Resort	Cyril Callister Museum	Dirty Pig and Whistle
			The Glut Farm	Eureka Centre	Pyrenees Unearthed Festival
			The Provincial Hotel	Kryal Castle	Sovereign Hill's Winter
				Mr Jones	Wonderlights
				Pyrenees cellar doors and vineyards	Spilt Milk
				Ragazzone	SpringFest
				Sovereign Hill	
				Tuki Trout Farm	
				Underbar	



## Appendix 10 Visitor Forecasts

The following provides forecasts for visitor trips and spending to Midwest Victoria from 2024 to 2030. The forecasts have been aligned with the tourism forecasts for Victoria<sup>40</sup>.

Figure 22: Visitor forecasts, 2024-2033<sup>41</sup>

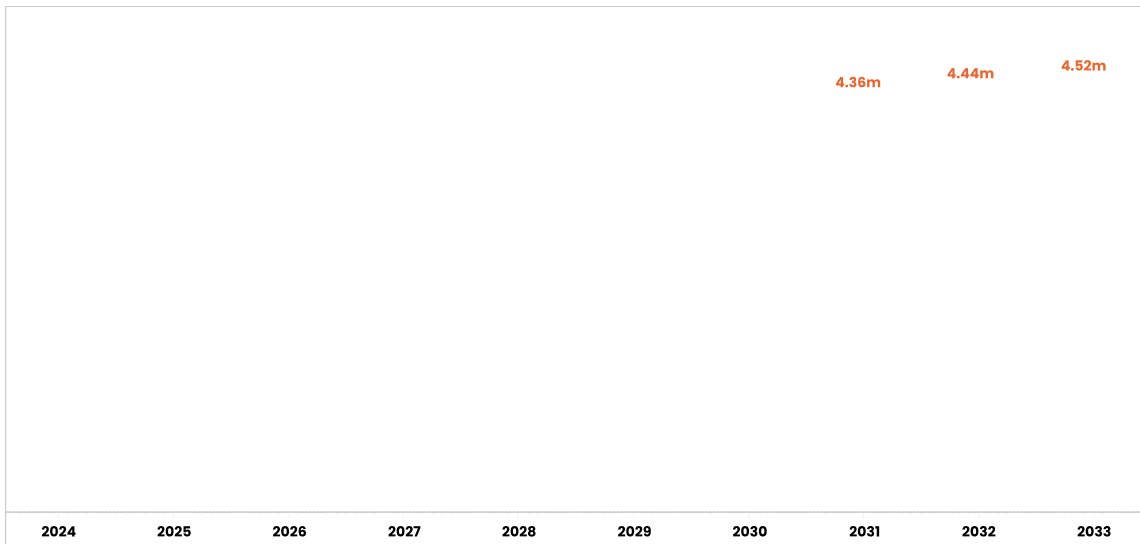
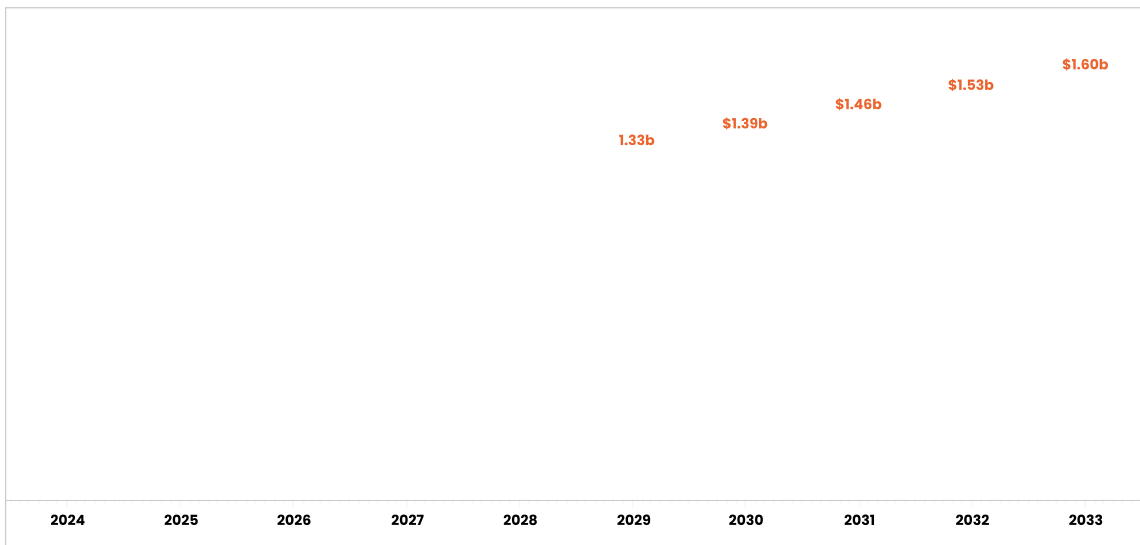


Figure 23: Visitor spend forecasts, 2024-2033<sup>42</sup>



<sup>40</sup> Tourism Forecasts for Victoria, Department of Jobs, Skills, Industry and Regions ([https://tourism.vic.gov.au/\\_\\_data/assets/pdf\\_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf](https://tourism.vic.gov.au/__data/assets/pdf_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf))

<sup>41</sup> Derived by Stafford based on historic data from Tourism Research Australia (National and International Visitor Surveys) and COVID-19 recovery forecasts.

<sup>42</sup> Ibid

Table 25: Detailed visitor forecasts

LGA	Visitor Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Midwest	Domestic Day	2.8m	2.9m	2.9m	3.0m	3.0m	3.0m	3.1m	3.1m	3.2m	3.2m
Total Midwest	Domestic Overnight	1.0m	1.1m	1.1m	1.1m	1.1m	1.1m	1.2m	1.2m	1.2m	1.2m
Total Midwest	International	31k	39k	43k	44k	47k	48k	49k	50k	51k	52k
<b>Total Midwest</b>	<b>Total</b>	<b>3.92m</b>	<b>4.02m</b>	<b>4.07m</b>	<b>4.09m</b>	<b>4.12m</b>	<b>4.20m</b>	<b>4.28m</b>	<b>4.36m</b>	<b>4.44m</b>	<b>4.52m</b>

Table 26: Detailed visitor spend forecasts

LGA	Visitor Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Midwest	Domestic Day	\$502m	\$527m	\$546m	\$562m	\$581m	\$605m	\$631m	\$658m	\$686m	\$715m
Total Midwest	Domestic Overnight	\$572m	\$600m	\$622m	\$640m	\$661m	\$694m	\$728m	\$764m	\$802m	\$842m
Total Midwest	International	\$19.4m	\$25.1m	\$28.3m	\$29.9m	\$32.5m	\$33.9m	\$35.4m	\$37.0m	\$38.7m	\$40.4m
<b>Total Midwest</b>	<b>Total</b>	<b>\$1.09b</b>	<b>\$1.15b</b>	<b>\$1.20b</b>	<b>\$1.23b</b>	<b>\$1.27b</b>	<b>\$1.33b</b>	<b>\$1.39b</b>	<b>\$1.46b</b>	<b>\$1.53b</b>	<b>\$1.60b</b>

## Appendix 11 UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a set of 17 interconnected goals adopted by all United Nations Member States in 2015. These goals are designed to address a wide range of global challenges and provide a shared blueprint for peace and prosperity for people and the planet by the year 2030. The SDGs aim to integrate economic, social and environmental dimensions of development in a comprehensive and inclusive manner.

The following summarises each goal.

**No Poverty (Goal 1):** End poverty in all its forms everywhere. This goal aims to eradicate extreme poverty, reduce the proportion of people living in poverty and implement social protection systems.

**Zero Hunger (Goal 2):** End hunger, achieve food security and improved nutrition and promote sustainable agriculture. The goal focuses on ensuring access to safe and nutritious food for all, promoting sustainable farming practices and addressing malnutrition.

**Good Health and Well-being (Goal 3):** Ensure healthy lives and promote well-being for all at all ages. This goal targets reducing maternal and child mortality, combating communicable diseases and ensuring access to essential healthcare services.

**Quality Education (Goal 4):** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. The goal aims to provide quality education, promote literacy and ensure equal access to education for all, regardless of gender or socio-economic status.

**Gender Equality (Goal 5):** Achieve gender equality and empower all women and girls. This goal seeks to end discrimination, violence and harmful practices based on gender. It promotes equal opportunities in education, employment and leadership roles.

**Clean Water and Sanitation (Goal 6):** Ensure availability and sustainable management of water and sanitation for all. The goal targets universal access to clean water and adequate sanitation, sustainable water resource management and hygiene promotion.

**Affordable and Clean Energy (Goal 7):** Ensure access to affordable, reliable, sustainable and modern energy for all. This goal focuses on increasing the share of renewable energy, improving energy efficiency and ensuring access to energy in developing countries.

**Decent Work and Economic Growth (Goal 8):** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. This goal aims to achieve full employment, improve labor productivity and promote fair working conditions.

**Industry, Innovation and Infrastructure (Goal 9):** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. The goal emphasizes sustainable industrial development, increased access to information and communication technologies and innovation for sustainable development.

**Reduced Inequality (Goal 10):** Reduce inequality within and among countries. This goal targets the reduction of income inequality, social inclusion and equal opportunities, with a focus on the needs of the most vulnerable.

**Sustainable Cities and Communities (Goal 11):** Make cities and human settlements inclusive, safe, resilient and sustainable. The goal aims to ensure access to adequate housing, promote sustainable urbanization and provide safe and inclusive public spaces.

**Responsible Consumption and Production (Goal 12):** Ensure sustainable consumption and production patterns. This goal encourages efficient use of resources, reduction of waste and sustainable management of natural resources.

**Climate Action (Goal 13):** Take urgent action to combat climate change and its impacts. The goal focuses on mitigating climate change, adapting to its impacts and promoting international cooperation to address climate-related challenges.

**Life Below Water (Goal 14):** Conserve and sustainably use the oceans, seas and marine resources for sustainable development. The goal aims to prevent and reduce marine pollution, protect marine ecosystems and regulate overfishing.

**Life on Land (Goal 15):** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss. This goal focuses on biodiversity conservation, combating deforestation and promoting sustainable land management.

**Peace, Justice and Strong Institutions (Goal 16):** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. This goal addresses issues such as violence, corruption and the rule of law to ensure stable and just societies.

**Partnerships for the Goals (Goal 17):** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. This goal emphasizes the importance of global collaboration, capacity-building and the mobilisation of resources to achieve the other goals.

Each goal has specific targets and indicators to track progress. Achieving these goals requires collaboration among governments, businesses, civil society and individuals to address the interconnected challenges facing the world. The SDGs are considered a universal call to action to end poverty, protect the planet and ensure prosperity for all.

## Appendix 12 Action Plan considerations

Table 27: Theme 1 Action Plan considerations

# No.	Priority	Considerations
1.1	Advocacy	<ul style="list-style-type: none"> <li>Tourism Midwest Victoria to maintain relationships with key stakeholders who are located outside of the destination (regional, industry sector specific, state and federal).</li> <li>Key stakeholders include Victoria Tourism Industry Council, State Government departments (e.g. Visit Victoria, Department of Transport, Parks Victoria etc), regional (e.g. Regional Development Victoria).</li> <li>This also includes unified, place-based feedback and voice to state and national tourism issues as requested or as identified by local community and industry.</li> <li>Opportunity for collective advocacy with other Victorian regions who share similar challenges as required.</li> <li>The lead on advocacy issues to be determined by the SDMP custodians on a case-by-case basis, depending on which focus area advocacy is most aligned to and what the issue is.</li> </ul>
1.2	Community engagement	<ul style="list-style-type: none"> <li>Monitor and maintain community sentiment towards tourism.</li> <li>Build understanding of the full value of tourism for the region.</li> </ul>
1.3	Crisis management	<ul style="list-style-type: none"> <li>TMV response and procedure for crisis management.</li> <li>Crisis management roles and responsibilities within the region.</li> <li>Education and preparedness for industry in the region.</li> <li>Industry resilience through cohesion and collaboration across the region to ensure a consistent approach to crisis management.</li> </ul>
1.4	Funding	<ul style="list-style-type: none"> <li>Although there are many possible activations and projects that can be achieved with current resources, it is anticipated that grant funding will be required to activate some of the projects identified within the annual action plan.</li> <li>The federal and state grant landscape has changed significantly since the switch in governments and has a strong focus on grant probity.</li> <li>Grants and funding strategy development required to build knowledge and identify opportunities to activate the projects prioritised within the annual action plan.</li> <li>Grant application process to be undertaken by specific project leads.</li> <li>Look for grant opportunities outside of traditional tourism funding programs.</li> </ul>
1.5	Industry partner programs	<ul style="list-style-type: none"> <li>Develop annual industry partner prospectus to maintain connection and engagement for the delivery of the SDMP's vision.</li> <li>Increase TMV's industry trust and buy in.</li> </ul>
1.6	Plan governance	<ul style="list-style-type: none"> <li>A SDMP Governance Framework is endorsed to guide how this SDMP will be activated and projects prioritised, managed, reviewed and updated. This includes enabling a community voice into relevant activations and projects.</li> <li>A Stakeholder Engagement Framework confirmed for the SDMP to proactively engage and communicate with the destination's stakeholders.</li> <li>Active Project Management activated to deliver confirmed Activations/Projects quickly and efficiently while remaining responsive to stakeholder needs, market trends and new challenges/opportunities.</li> </ul>
1.7	Research and data	<ul style="list-style-type: none"> <li>Continuing to ensure the region delivers on its promise to deliver a sustainable approach to tourism through ongoing TMV Sustainable Tourism Indicators Research.</li> <li>Ensuring annual data is produced to measure the performance of the visitor economy using data produced by TRA, Remplan, Economy ID and the Tourism Satellite Account.</li> </ul>
1.8	TMV resourcing	<ul style="list-style-type: none"> <li>Position to move towards centralised tourism services.</li> <li>Centralised resources to go to future marketing, development and support across the region.</li> </ul>

Table 28: Theme 2 Action Plan considerations

# No.	Priority	Considerations
2.1	Brand	<ul style="list-style-type: none"> <li>▪ Regional Brand and identities to be informed from market audience segmentation research.</li> <li>▪ Brand Ballarat is underway and will be delivered by mid-2024, however the region will require place identities to align with this work.</li> <li>▪ Aligned brand assets are currently limited and require further development to support any place identities.</li> <li>▪ Partnerships and collaborations developed with aligned media and organisations.</li> <li>▪ Visit Victoria has launched a new customer-facing brand framework for Victoria, which TMV will need to align with.</li> <li>▪ Marketing metrics and data need to be considered for annual reporting to TMV stakeholders.</li> </ul>
2.2	Commitment to sustainability	<ul style="list-style-type: none"> <li>▪ Alignment to United Nations Sustainable Development Goals.</li> <li>▪ A need for further awareness of sustainable tourism outcomes and their indicators within local industry and businesses.</li> <li>▪ Ongoing sustainable tourism indicators research to be conducted.</li> <li>▪ Industry development programs focussed on sustainability to be delivered (see action 6.2).</li> </ul>
2.3	Community as hosts	<ul style="list-style-type: none"> <li>▪ Inform and upskill our community as proud hosts.</li> <li>▪ Approximately 35% of visitors to the region are visiting friends and visiting relatives<sup>43</sup>.</li> <li>▪ Ballaratintheknow.com.au has been successfully developed to inform local community.</li> </ul>
2.4	International	<ul style="list-style-type: none"> <li>▪ Attraction of high value international travellers.</li> <li>▪ Development of international trade ready products.</li> <li>▪ Currently long-term partners of Great Southern Touring Route.</li> </ul>
2.5	Regional agritourism positioning	<ul style="list-style-type: none"> <li>▪ Support Central Highlands Growers Collective website to support the producers and growers.</li> <li>▪ Promotion of “pick your own” produce and packaging.</li> <li>▪ Awareness required for local businesses to use and feature local produce in their venue/products.</li> <li>▪ Opportunity to develop agritourism product within the region.</li> </ul>
2.6	Visitor servicing	<ul style="list-style-type: none"> <li>▪ Undertake regional visitor servicing strategy to reassess visitor servicing needs and delivery options.</li> <li>▪ Regional visitor collateral audit.</li> <li>▪ Review to integrate visitor services across the region.</li> <li>▪ Visitor servicing program for industry, local residents, volunteers and community groups.</li> <li>▪ Digital vs bricks and mortar approach.</li> </ul>

<sup>43</sup> Based on 10-year average (IVS and NVS data, TRA, September YE)

Table 29: Theme 3 Action Plan considerations

# No.	Priority	Considerations
3.1	Arts, culture and heritage experience development	<ul style="list-style-type: none"> <li>▪ Advocate for enhancing and developing aligned historic arts and cultural institutions to ensure visitors are engaged in contemporary “only seen here” and “only possible here” exhibitions/experiences.</li> <li>▪ Strategy alignment with Ballarat Creative Cities Master Plan.</li> <li>▪ Support the Victorian Goldfields UNESCO World Heritage region bid.</li> <li>▪ Leverage Ballarat as a UNESCO Creative City.</li> <li>▪ Look at the development of trails that create a sense of place and storytelling – open studios, sculptures, craft and folk art, evening ghost tours.</li> <li>▪ Partner with Sovereign Hill on the evolution of the Rare Trades Centre and activations.</li> <li>▪ Ongoing advocacy support required for masterplans: Sovereign Hill, Art Gallery of Ballarat, Kryal Castle, Moorabool Art Gallery.</li> </ul>
3.2	Food and drink experience development	<ul style="list-style-type: none"> <li>▪ Support the development and promotion of food and drink experiences, including events that align with TMV focus areas and strategic direction.</li> <li>▪ Investigate and support options for year-round outdoor dining options.</li> <li>▪ Consider centralised provenance experiences that are immersive and bookable (e.g. Pyrenees wineries or destination provider/restaurant).</li> </ul>
3.3	Major projects and master planning advocacy	<ul style="list-style-type: none"> <li>▪ Support required for major masterplan projects being delivered (Including Sovereign Hill, Ballarat Wildlife Park, Kryal Castle, National Centre for Photography, Eureka Centre, Her Majesty’s Theatre, Ballarat’s Civic Hall, Ballarat Creative Cities Masterplan, Moorabool Art Gallery, Creswick Trails).</li> </ul>
3.4	Nature at your Fingertips experience development	<ul style="list-style-type: none"> <li>▪ Lake Wendouree activation.</li> <li>▪ Development of Garden Trail Tour Program.</li> <li>▪ Agritourism development thorough accessible farmgates, trails, workshops and pick your own experiences.</li> <li>▪ Influence Regional Mineral Springs Masterplan being undertaken by DEECA.</li> <li>▪ Support tracks and trails investment masterplan (see action 4.4).</li> <li>▪ Advocate for Creswick Bike Hub development.</li> <li>▪ Support Parks Victoria projects (see action 4.10)</li> </ul>
3.5	Night-time economy	<ul style="list-style-type: none"> <li>▪ Supporting regional arts and cultural venues with evening events (Her Majesty’s Theatre, Civic Hall, Art Gallery of Ballarat).</li> <li>▪ AURA future development and investment requirements.</li> <li>▪ Events attraction and development that encourages overnight visitation.</li> <li>▪ Understanding what barriers exist in night-time economy activation.</li> <li>▪ While noting the importance of the day trip visitor market, this recognises the greater yield and benefit generated from overnight visitors.</li> </ul>
3.6	Planning frameworks advocacy and support	<ul style="list-style-type: none"> <li>▪ Enable and concierge product development through council planning.</li> <li>▪ Ensure settings allow small scale developments through support for rezoning.</li> </ul>
3.7	Supporting self-determined Traditional Owner opportunities	<ul style="list-style-type: none"> <li>▪ Traditional Owner groups to determine the type and timing of tourism development in selective country.</li> <li>▪ Protection of intellectual property for Traditional Owners to protect stories and experiences.</li> <li>▪ Ensure authenticity of products is protected.</li> <li>▪ Identify opportunities for Traditional Owner tourism ventures within national parks and strengthen relationship with Parks Victoria to support in-park tourism ventures.</li> <li>▪ Identify and encourage non-indigenous partnership opportunities for Traditional Owners in tourism development and investment.</li> <li>▪</li> </ul>
3.8	Unique quality accommodation	<ul style="list-style-type: none"> <li>▪ TMV to support unique accommodation in sympathy with nature across the region (e.g. eco-pods, glamping, tiny houses, farmstay etc).</li> <li>▪ Quality accommodation capacity within the region is a key challenge.</li> <li>▪ Support regional caravan park and camping upgrades where aligned to regional focus areas.</li> <li>▪ Encourage existing accommodation enhancement and upgrades to increase standards.</li> </ul>

Table 30: Theme 4 Action Plan considerations

# No.	Priority	Considerations
4.1	Accessibility	<ul style="list-style-type: none"> <li>Encourage all public and private developments to meet accessibility standards and requirements.</li> </ul>
4.2	Connected public transport	<ul style="list-style-type: none"> <li>On-demand shuttle required within key precincts and attractions of Ballarat.</li> <li>Advocacy required for additional fast train services and schedule improvements from Melbourne.</li> <li>Advocate for bikes to be moved reliably on public transport.</li> <li>Look for transfer options between towns, particularly for peak times and major events.</li> <li>Enhanced worker public transport across the region needed to attract skilled workforce.</li> <li>Advocate for active transport, hire and tour options that activate the regions "Nature at your Fingertips" strengths.</li> <li>Micro-mobility connections must be networked.</li> </ul>
4.3	Digital connectivity	<ul style="list-style-type: none"> <li>Align with Regional Development Australia priority of digital connectivity across the region.</li> </ul>
4.4	Events infrastructure	<ul style="list-style-type: none"> <li>Opportunity to conduct a region-wide events facility and assets audit to inform destination events attraction.</li> <li>Tourism Midwest Victoria is currently supporting the development of the Ballarat Events Pad at Victoria Park.</li> <li>Events amenities are an ongoing challenge across all LGAs in the TMV region.</li> </ul>
4.5	Integrated transport planning	<ul style="list-style-type: none"> <li>Council-led strategy to capture all transport issues across individual LGAs to influence regional connections.</li> <li>Accessibility is an important consideration.</li> <li>Where relevant, add Major Projects to TMV advocacy list.</li> <li>Important avenue for community and industry to share local place-based transport challenges.</li> </ul>
4.6	Investment attraction	<ul style="list-style-type: none"> <li>A TMV Priority Projects Prospectus will inform advocacy priorities for public and private investment across the region.</li> <li>TMV is suitably poised to leverage state investment into the region due to the recent cancellation of the Commonwealth Games.</li> <li>Worker accommodation shortage exists within the TMV region.</li> <li>Support required for major masterplan projects being delivered (Including Sovereign Hill, Ballarat Wildlife Park, Kryal Castle, National Centre for Photography, Eureka Centre, Her Majesty's Theatre, Ballarat's Civic Hall, Ballarat Creative Cities Masterplan, Moorabool Art Gallery, Creswick Trails).</li> </ul>
4.7	Parks infrastructure	<ul style="list-style-type: none"> <li>Improvements/enhancement to the Goldfields Track (Ballarat to Creswick).</li> <li>Provide rerouting from Main Road to Woookarung Regional Park. Will include track alignment on existing informal tracks to support safe and educational access which includes interpretation and park furniture</li> <li>Provide safe creek crossing via the means of a bridge to support direct entry into Woookarung Regional Park.</li> <li>Realign the Goldfields Track around the campgrounds for sustainability of the Slaty Creek bed and banks and also support better alignment to the proposed new campground at Creswick Regional Park.</li> <li>General enhancements support for the Beeripmo Walk, Mount Cole State Forest (currently DEECA) and Mount Buangor State Park.</li> <li>10k Steps Central Circuit Walk has a third of the trail completed, incorporating the Dementia Friendly Forest and Sensory Trail, Grass Tree Nature Trail and Lookout. The remaining trail will need planning and construction</li> <li>Waterloo/Ben Major create an east-west long distance walking track through the Pyrenees.</li> <li>Woookarung Regional Park – major visitor node development. Planning is underway to develop detailed designs for the key visitor facility area for the new park. CAPEX delivery estimated \$5 million.</li> <li>Devil's Kitchen NCR needs a small carpark and interpretation. Huge basalt columns form the cliff faces and if people are lucky, they can see peregrine falcons. A bird watching paradise.</li> <li>Mount Buangor State Park to support the current VGO campground investment/uplift. There is opportunity to invest in day visitor function of the site, such as upgrading the existing shelter and provide accessible picnic tables.</li> </ul>

# No.	Priority	Considerations
		<ul style="list-style-type: none"> <li>▪ Additional works planned at St Georges Lake at two locations and also Koala Park, entailing better defined carparking, picnicking and recreating. Estimate \$200,000 for all works.</li> <li>▪ Buried Rivers of Gold. This scenic drive has multiple destinations that could use uplift for interpretative and wayfinding signage. There is a sizeable uplift of interpretation at the Australasian Mine Site in Creswick which is a fine example of how the other sites could benefit.</li> <li>▪ Bird Trail weaves it way through the Linton parks and reserves of the Golden Plains Shire. Additional funding could add interpretative panels, update some toilets along the way and increase online information to raise its profile.</li> <li>▪ Mount Beckworth Scenic Reserve Cork Oaks Campground needs a complete renewal to support caravan camping (turning circles) and provide improved toilet and park furniture.</li> <li>▪ Parks Victoria will be reviewing the future of sustainable camping at the Slaty Creek Campgrounds at Creswick Regional Park. Current needs tell us that vehicles with caravans are quickly crowding out other users</li> <li>▪ Enfield State Park and State Forests current camping offer in these areas is very limited and is not accommodating the vehicle-based camping. There is an area that could be used within the forest to support camping across both public land spaces. DEECA has had a VGO bid for this location. It would be a game changer for this southern area of public land.</li> </ul>
4.8	Placemaking, public realm, beautification	<ul style="list-style-type: none"> <li>▪ Ballarat Visitor Arrival Master Plan has been recently endorsed and will require regional support for implementation.</li> <li>▪ Business case funding for Ballarat Arts and Cultural Precinct development is required. (\$500,000)</li> <li>▪ Support regional food and drink precinct developments/hubs (e.g. Armstrong Street, Ballarat)</li> <li>▪ Need for placemaking in Bacchus March, Ballan, Blackwood and Gordon.</li> <li>▪ Town centre beautification required for Avoca and Beaufort.</li> <li>▪ Main street improvements for Smythesdale.</li> </ul>
4.9	Signage and wayfinding	<ul style="list-style-type: none"> <li>▪ Signage and wayfinding enhancements required for Ballarat-Skipton Rail Trail, Rainbow Bird Trail, Camp Hill lookout, Eureka Trail etc.</li> <li>▪ A regional signage framework to inform tracks and trail development would set standards.</li> </ul>
4.10	Tracks and Trails	<ul style="list-style-type: none"> <li>▪ Ongoing infrastructure development and enhancement of aligned and themed high usage tracks and trails for walking, cycling or horse riding (e.g. Goldfields Track, Lerderderg Trail, Creswick Trails, Ballarat-Skipton Rail Trail)</li> <li>▪ Accessible walks are a priority for the region and must include pause points, be connected to townships and ideally be loops.</li> </ul>

Table 31: Theme 5 Action Plan considerations

# No.	Priority	Considerations
5.1	Business events attraction	<ul style="list-style-type: none"> <li>▪ Business events visitors are high yielding.</li> <li>▪ Business events create the opportunity for midweek visitation.</li> <li>▪ Business events support regional venues, accommodation, hospitality and attractions.</li> <li>▪ Participation at Tourism Australia and Visit Victoria trade opportunities such as AIME is important to maintain.</li> <li>▪ Maintain Business Events Victoria and Melbourne Convention Bureau memberships and partnerships for business event opportunities.</li> <li>▪ Business events attraction resourcing is to be considered to effectively service the region.</li> </ul>
5.2	Destination driving events	<ul style="list-style-type: none"> <li>▪ Attract new events that align to the destination strengths, values, priority visitor markets.</li> </ul>
5.3	Events transport infrastructure	<ul style="list-style-type: none"> <li>▪ Ensure there is adequate transport infrastructure to support events throughout the region, particularly major/signature events.</li> </ul>



Table 32: Theme 6 Action Plan considerations

# No.	Priority	Considerations
6.1	Enhancing capacity to deliver meaningful experiences	<ul style="list-style-type: none"> <li>▪ A Workforce Development Strategy already exists and needs further implementation.</li> <li>▪ Development of an industry-led food and beverage roster to ensure somewhere is always open to the visitor market.</li> <li>▪ Ensure operator product development opportunities exist.</li> </ul>
6.2	Industry engagement	<ul style="list-style-type: none"> <li>▪ Annual calendar of networking events and briefings to foster opportunities for connections, partnership, learning, inspiration and innovation.</li> <li>▪ Evolve Tourism Midwest Victoria Sector Roundtables (accommodation; attractions; craft beer and distilling; creative experiences; business events).</li> </ul>
6.3	Industry strengthening	<ul style="list-style-type: none"> <li>▪ Support and foster innovative tourism driving products.</li> <li>▪ Annual development and delivery of fundamental and growth training programs (e.g. Hospo Heroes, ATDW digital awareness, upskilling local event planners and homegrown talent, and Traditional Owner cultural awareness)</li> <li>▪ Provide accessible and relevant development resources to industry.</li> </ul>
6.4	Research and insights	<ul style="list-style-type: none"> <li>▪ Maintain subscriptions to visitation data, accommodation data and tourism sentiment reports.</li> <li>▪ Share industry stakeholder reports and insights.</li> <li>▪ Periodically monitor Sustainable Tourism Indicators Research from visitors, industry and community.</li> </ul>
6.5	Stakeholder Partnerships and Collaborations	<ul style="list-style-type: none"> <li>▪ Support and collaborate with partners and industry bodies on aligned activation and initiatives (e.g. Central Highlands Growers Collective, AusCycling and Creswick Trails partnership, Victorian Goldfields World Heritage Bid).</li> </ul>

## Appendix 13 Crisis Management

The impacts of the COVID-19 pandemic on visitor markets and destination sustainability have been profound during 2020-2022. Even now, for nearly all destinations throughout Australia, international visitation still has a fair way to go to reach pre-COVID levels, especially for leisure travellers and those travelling for business.

The ability to have online meetings (via Teams, Zoom etc) has reduced the need for many to head back into the office on a full-time basis, let alone go travelling for business or MICE purposes away from home.

Finding ways to mitigate potential risks from such events, whether climatic, health-based or for other factors, needs to be well recognised.

To meet both natural and man-made crises and changing market needs (which if not properly addressed, can easily become a crisis), the following actions are recommended to support the improved resilience of the Midwest Victoria visitor economy:

Table 33: Risk identification and management

Risk Area	Risk Level	Risk Mitigation Measures	Mitigation Enabler
Public health (ongoing COVID or related respiratory pandemics)			

## Appendix 14 How we will service visitors

With the rise of technology and increasingly sophisticated travellers arriving in Australia, visitor expectations and behaviours for seeking information are rapidly evolving. This change, along with the adoption of the new Tourism Midwest Victoria VEP, represents an opportunity for the region to reimagine visitor information services going forward to better meet visitor needs, both now and into the future.

### Looking Out

**+ Visitor information needs and behaviours are shifting.**

Through digital channels, visitors have access to a wealth of information on things to see and do before they even arrive in Midwest Victoria. They are more informed than ever, with intuitive tools to help navigate the region, having access to reviews and recommendations from other travellers and locals at their fingertips. These experiences mean that visitors expect information and suggestions that are personalised and contextual to their needs, interests and location.

**+ Authentic experiences are key to attracting returning visitors.**

Visitors are becoming increasingly sophisticated and seek authentic experiences that are “off the beaten path”, shifting from a tourist to a traveller mindset. If visitors perceive there is nothing new and exciting happening in a destination, their desire to plan a return trip can be diminished.

### Looking In

**+ There is a decline in visitor footfall and a lack of diversity in the current model.**

Increasingly, visitor centres around the country are receiving reduced visitor footfall (particularly when local use is deducted from visitor centre use), indicating a shift in preferences to accessing information in this manner. COVID-19, however, has made this downward trend difficult to track and measure.

Figure 24 and Figure 25 provide a summary of visitation to some of the VICs in the region based on the data provided. They demonstrate a general downward trend in visitation that was occurring pre-COVID-19.

There is a relative lack of diversity in the current model of visitor servicing across the region, with most visitor services being provided via a traditional bricks-and-mortar model.

Figure 24: Visitation to visitor information centres (financial year end)<sup>44</sup>

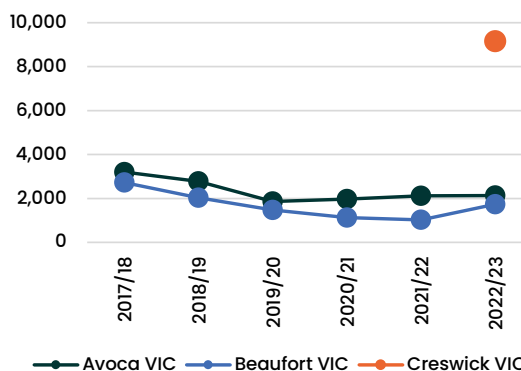
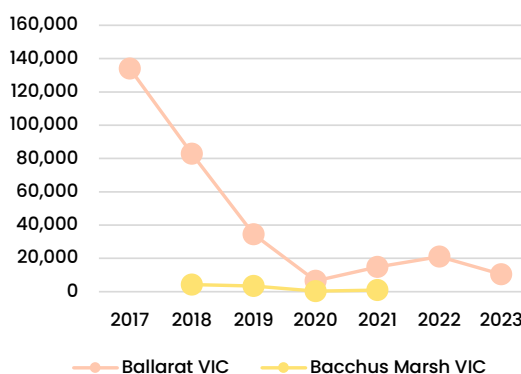


Figure 25: Visitation to visitor information centres (calendar year-end)<sup>45</sup>



**+ The visitor information services ecosystem is fragmented across the region.**

The current visitor information services model across Midwest Victoria has evolved organically and is generally delivered via partners in local government. There is currently no lead agency responsible for coordinating the delivery of visitor information services. This leads to inconsistencies in information and service delivery as well as a fragmented visitor experience.

Visitor services are delivered via traditional bricks and mortar VICs, a large number of visitor-facing websites, social media, signage and wayfinding, along with printed collateral. There is little consistency across local government areas of these services.

<sup>44</sup> Note, only one year of data was provided for Creswick VIC

<sup>45</sup> Note, data for Bacchus Marsh VIC was incomplete likely due to COVID-19 closures, with 2020 only containing one month worth of data (Jan 2020). The VIC was also

closed for extensive periods in 2021. 2023 data for Ballarat VIC reflects half a year of data up until June 2023.

## Visitor Information Services Archetypes

Table 34 provides six visitor servicing behavioural archetypes. This is a tool that helps to understand visitor's needs and motivations when accessing and utilising visitor services. They have been formed using insights gained through research across several visitor servicing projects. Importantly, these do not represent an individual type of person, rather visitors may embody a number of these archetypes at once.

Table 34: Visitor information services archetypes



### Hero Sites Seeker

#### About the Market

Hero Sites Seekers have the ultimate aim of visiting a destination's major attractions and are typically searching for the most Instagrammable moments.

#### What does the market typically look like?

- Often a first-time visitor to the destination they are travelling too.
- More likely to have a younger age profile.
- Likely to comprise domestic and international visitors, though more skewed to international visitors.
- The international market is skewed to Asian visitor markets currently but may balance out to cover North America, Europe and NZ fairly equally by 2028.
- May not have as high disposable incomes as markets such as Europe, the USA, UK.

#### What are their visitor servicing needs?

- More interested in the major iconic experiences than local hidden gems.
- Keen for information on the most popular things to do and possibly ticketing information.

When planning a trip, this market often will research the "top things to do in ..." or "most iconic attractions" from Google searches and travel blogs.

- To decide on what to book/where to travel, some base this on what they have seen on their friends' social media and hashtags.
- Picking attractions off their list and documenting and sharing their journey with others on social media is most important to this market. To some, it might mean a great length of planning and travelling.
- Keen for directional information as getting lost is a frustration of this market.
- Brag-ability is critical to the under-40s market.

### The Planners

#### About the Market

The Planners are motivated to arrange the 'perfect' trip. They undertake a lot of research before travelling and are keen to see a destination's natural beauty and attractions.

#### What does the market typically look like?

- Typically, a mid-older age profile that have more time to undertake research (45+).
- Can be both first-time visitors and repeat visitors.
- This market is typically researching months before the trip, looking at accommodation, activities and recommendations for restaurants online.

#### What are their visitor servicing needs?

User reviews and ratings are indicators they rely on to make their decisions on platforms like Tripadvisor and Google reviews, so having up-to-date and current feedback is important.

- They seek advice and recommendations from family and friends.
- Potential to tap into this market through the provision of local insider tips during trip planning or while the trip is being undertaken.

They will use VICs to truth test online suggestions and recommendations.



Habituals

#### About the Market

Habituals are those who have travelled to the destination multiple times or possibly used to live in the destination. They travel with a purpose, such as going to an event, work, or a short holiday with friends and family.

#### What does the market typically look like?

- Typically, a mid-age profile (45-60).
- Domestic and international visitors, though more likely to be skewed to a domestic market.
- Tend to return to past favourites based on their previous trips or what they remember when they resided in the destination.
- May have a higher disposable income than some other markets.

#### What are their visitor servicing needs?

- They are familiar with the destination but not as confident as a local might navigate around so directional information is sometimes required, especially to new places.
- Experiencing new, local gems is most important to this market but they don't always have channels to discover them. Providing this is a way to tap into this market.



Experientials

#### About the Market

Experientials include those visitors who are interested in experiencing a destination's lifestyle and exploring where the locals like to go.

#### What does the market typically look like?

- Broad age range but typically younger – mid-age profile. (20-45)
- Comprise domestic and international visitors, though more skewed to international visitors (who generally are higher spenders).

They are constantly seeking 'authentic' experiences, something they don't have access to at home.

#### What are their visitor servicing needs?

- They want local recommendations for eating and drinking.
- These sources are seen as trustworthy and a validation of true local experiences.
- This market values local, hidden gems more than iconic attractions. They want to collect stories, not souvenirs because they want an authentic experience.
- Sharing stories and insider tips with others is important to them. They enjoy the feeling of being an expert and being able to provide advice to others who are travelling to the destination in the future.
- Being recommended generic tourist information is most frustrating for this market, meaning they often avoid official websites or information kiosks.



Wanderers



Tech Savvy Traveller

#### About the Market

Wanderers are often independent, solo travellers who are not as time-poor and have more time to explore. They often do not have a detailed itinerary planned and are happy to be spontaneous.

#### What does the market typically look like?

- Broad age range.
- Comprises domestic and international visitors, though more skewed to international visitors.
- Their confidence in orientation and wayfinding impacts how much they want to explore the city and beyond.

#### What are their visitor servicing needs?

- They are constantly seeking authenticity.

They want to feel the vibrancy and culture and are very open to being spontaneous and wandering through the city.

A seamless experience between discovery and getting around is important to Wanderers and impacts the parameters they can explore by foot or public transport. This means practical information needs to be given alongside contextual information they discover (e.g. providing public transport information to an event or attraction).

They can get disappointed when they cannot find contextual historical information when they are in the physical space.

- They seek quality and accurate information.

#### About the Market

The Tech Savvy Traveller typically has all the latest tech devices. While they may have planned their trip online, seeing new technologies are likely to entice them.

#### What does the market typically look like?

- Younger age profile (below 45).
- Skewed towards males.
- Higher disposable income.

#### What are their visitor servicing needs?

- They utilise their devices for trip planning and directions.
- They want experiences that utilise technology in new and interesting ways.
- They want to share information about their travels with friends and families in ways that their counterparts may not have seen before.
- A VIC that is tech-heavy with large wall touch screens etc for downloading info will appeal; less interested in over-the-counter conversations.

### Case Studies

The following case studies are offered as examples of how visitor servicing models are implemented in other areas and the benefits and, at times, challenges associated with these models.

#### + Omnichannel Model.

Out of all the models assessed, one of the most robust (based on desktop research) appears to be the VisitScotland omnichannel model. This model offers a variety of benefits. High-performing iCentres have been kept (from 65 down to 26) – all operated by VisitScotland – with quality control and branding protected nationally.

Extensive roaming programme with highly trained advisors. Strong engagement of businesses through iKNOW programme and community through the iKNOW community – allows for information delivery at a local level.

iCentres are only focused on broader Scotland (“iKNOW Scotland”) while iKNOW focuses on the local area (“iKNOW Aberdeen”).

Strong development has occurred in the digital space – all administered through VisitScotland.

The network has a common visual identity = strong brand recognition.

The network ties in strongly with the national tourism body: “VisitScotland Aberdeen iCentre”.

Figure 26: VisitScotland omnichannel delivery



#### + Tourist Information Kiosks.

Found all over the world, including in many major tourism destinations.

While tourism information kiosks traditionally have provided maps, brochures and tourism information to visitors, more and more they are technology-enabled and can provide booking and ticketing capabilities.

Can be fixed position or relocatable.

Can be placed in locations of high footfall.

Are smaller in size than traditional visitor centres and can therefore often have a lower level of overheads required to operate.

Examples below are in Singapore, Madrid, Bogota, Melbourne and Copenhagen.





**+ Mobile Information Vans.**

Mobile information is one of the primary ways of “taking information to the visitor”.  
 The St Kilda Kombi and the VisitScotland Coo Vans are two examples.  
 They provide a destination with the ability to travel throughout a region and provide info during events or at major tourism attractions during peak visitor periods etc.  
 Those areas that typically do not receive as much exposure as major icons/destinations benefit from mobile information delivery.



**+ Touch Screens.**

The technology has progressed far since their initial introduction.  
 People are becoming increasingly comfortable with the technology, with more industries using them (airlines for check-ins, supermarkets, fast food restaurants etc).  
 Today, they do not just provide visitors with information but can provide a plethora of functions including Wi-Fi hotspots, charging stations, emergency alert systems, traffic information etc.  
 They can also provide useful visitor statistics including passersby and users.





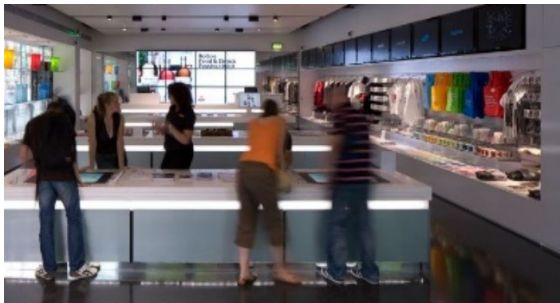


**+ VICs that are destinations**

Some destinations have elected to consolidate the number of bricks and mortar visitor information centres and develop hallmark or iconic visitor information centres.

Manchester VIC, which was relocated to a site with busier thoroughfares and close to the main rail station, modelled itself after the Apple Store to make discovering information about the city both fun and useful, including a huge media wall, Twitter feeds and surface touch tables, all which feed off the VisitManchester website.

New York State Welcome Centers each feature (in addition to general tourism information) a Taste NY Market which offers visitors locally-made and produced food and beverages to provide more exposure to producers on a major thruway with prevalent tourism traffic and to educate customers on the benefits of supporting local agriculture.

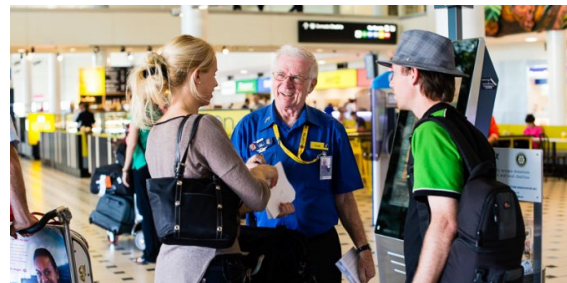


**+ Roving Ambassador programs**

These are used in many major city destinations such as Melbourne and Sydney and generally tend to involve well-trained volunteers (Faiite Ireland also).

They present several benefits such as: being able to take information directly to the visitor; being able to position ambassadors in locations with high footfall; and providing a human contact element to visitor information but there are also some challenges to be mindful of, including:

- hidden costs associated with volunteer programs (training, insurance, uniforms, roster management); and
- challenges with transitioning existing volunteers who are used to being behind a desk to roving the streets.



### + Other uses of technology

VisitScotland has developed a Pop-up Instagram Travel Agency. This put VisitScotland's "new anytime, anywhere information strategy in practice in a more visual way ... making visitor information more mobile and accessible". The venue featured a floor-to-ceiling screen displaying user-generated Instagram photos of Scotland such as scenic routes, restaurants, experiences and hotels. Visitors cherry-pick which photos they found most appealing and it created a suggested Scottish vacation itinerary. Staff also had virtual reality headsets on hand to showcase the country and some of the places in the Instagram photos.

The Korea Tourist Information Centre offers a 360-degree experience which provides a free virtual reality tour of South Korea's 40 major attractions. The Tourist Information Centre is situated in a comprehensive K-Style Hub which is a one-stop complex that features the tourist information centre, various experience zones (such as a Hanbok fitting centre) and a traditional food exhibition hall.



### Visitor Servicing Recommendations

#### + Visitor services: a multi-channel ecosystem

Visitors seek information from a variety of sources (online travel sites, social media, recommendations of friends/family, travel agents, visitor information centres etc), before and during their visit. The challenge is to develop a dynamic business model that can rapidly respond to changing visitor preferences for visitor information. We need to be interacting with visitors in these channels

#### + The changing face of information needs

Digital technology and online platforms have disrupted the visitor communication landscape.

Although in-person visitor information centre usage tends to be trending downwards, satisfying future visitor enquiry will require a stronger blend of online, self-help and face-to-face offerings (in-person, mobile etc.). Midwest Victoria's visitor information network needs to be delivering more information where the visitors are, rather than expecting visitors to come to them, which may necessitate considering relocating VICs to be better positioned.

#### A future for Midwest Victoria's visitor information network

Although it is not within the scope of the SDMP to undertake a review of the region's visitor information network, a recommendation has been made that a regional visitor servicing strategy be developed. This will help ensure that a more cohesive approach is delivered and that councils and communities are receiving the best return on investment.

The future strategy should investigate the following:

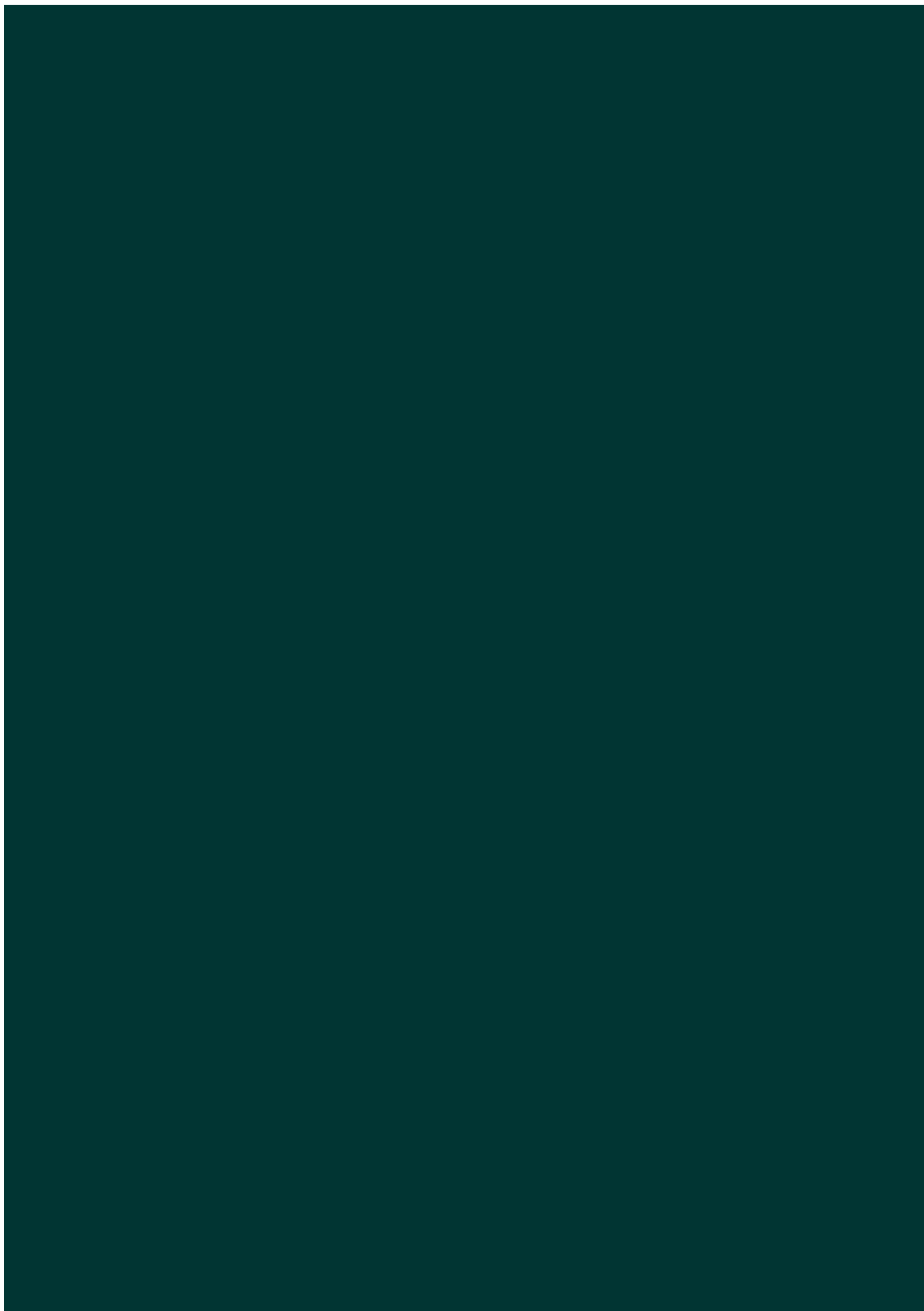
Undertaking an audit of all VICs and whether VICs are in the ideal locations.

Identifying whether bricks and mortar assets can be potentially transitioned to a roaming ambassador program, to digital touch screens or roaming information vans.

Offering systems that are replicated in each VIC across the region.

Developing a consistent theme across the Midwest Victoria visitor information network that is seamless and easily recognisable.

A collective website and social media presence for the regional VIC network to support information sharing and updates and to encourage greater regional dispersal of visitors.





2024 – 2033

# Local Area Action Plan

# Acknowledgement of Country

Across Victoria's Midwest, we acknowledge that we travel across the ancient landscapes of many First Peoples communities.

These lands have been nurtured and cared for over tens of thousands of years and we respect the work of Traditional Custodians for their ongoing care and protection.

We recognise the past injustices against Aboriginal and Torres Strait Islander Peoples in this country. As our knowledge grows, we hope that we can learn from their resilience and creativity that has guided them for over 60,000 years.

As we invite people to visit and explore Victoria's Midwest, we ask that alongside us, you also grow to respect the stories, living culture and connection to Country of the Ancestors and Elders of our First Peoples.

Stafford Strategy prepared this document in association with TMV and the Project Control Group established to guide the LAAP's development.

Some ideas and recommendations in this document are those of TMV.

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The development of this plan was funded by the Victorian Government.

All images have been sourced from Tourism Midwest Victoria's image library and Visit Pyrenees

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# Part 1: Executive Summary



Ballarat is an historically significant city northwest of Melbourne. Whether visitors are interested in history, outdoor activities, or simply enjoying the tranquillity of its green spaces. The city offers a diverse range of tourism experiences that cater to a wide array of interests. This makes it a compelling destination for visitors seeking a unique and enriching experience in regional Victoria, Australia.

As a newly formed Visitor Economy Partnership (VEP), Tourism Midwest Victoria in collaboration with the City of Ballarat (the City or Council) has developed this Local Area Action Plan (LAAP). The LAAP has been developed to align directly under the regional Sustainable Destination Management Plan (SDMP). The SDMP seeks to:

- Unite a new tourism region in times of unprecedented economic uncertainty;
- Pursue growth while balancing the differing needs and wants of industry, visitors and residents; and
- Adopt a sustainable approach to tourism development creating lasting benefits for Midwest communities.

This LAAP focuses on City of Ballarat specific recommendations to help guide the City's visitor economy over the next ten years and reflects the needs and responsibilities of the city's First Peoples' organisations, community, industry, and Council.

### Our current visitor snapshot

In 2023, the City of Ballarat attracted 2.9 million visitors who collectively injected over \$772 million into the City's economy.

Despite grappling with the effects of the COVID-19 pandemic, the City has demonstrated resilience. Overnight visitation for year ending September 2023 reached pre-pandemic levels, driven by a domestic visitor market actively seeking an accessible regional destination.

Figure 1: Our current visitor snapshot (2023)<sup>1</sup>



**2.9 m**

**Trips in 2023**

72% domestic day trip  
27.5% domestic overnight  
0.5% international overnight



**\$772 m**

**Spend in 2023**

44% domestic day trip  
55% domestic overnight  
1% international overnight



**2.0 nights**

**Average Length of Stay**

<sup>1</sup> September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

## Our visitor economy in 2033

The City’s visitor economy is projected to experience ongoing growth, both domestically and internationally, with a robust forecast outlook extending to 2033 (see Table 1).

Table 1: City of Ballarat forecasts<sup>2</sup>

	<p><b>Total spending in the City of Ballarat is forecast to reach \$1.13 billion by 2033</b></p> <p>Visitor spending in the City of Ballarat is projected to be 60% above the pre-pandemic level by 2033, generating an additional \$424 million in spend (up from \$711 million in 2019).</p>
	<p><b>Total visitors to the City of Ballarat are projected to reach 4.1 million by 2033, up from 2.9 million in 2023<sup>3</sup></b></p> <p>Growth to the City of Ballarat is projected across all visitor markets. Domestic visitors are projected to continue to account for the largest share of visitors in the region, with an estimated 2.8 million domestic day trip visitors and 1.2 million domestic overnight visitors expected in 2033.</p> <p>The growth outlook for international visitors has strengthened based on state inbound forecasts, with high growth expected in key markets such as China, India and Southeast Asia.</p>



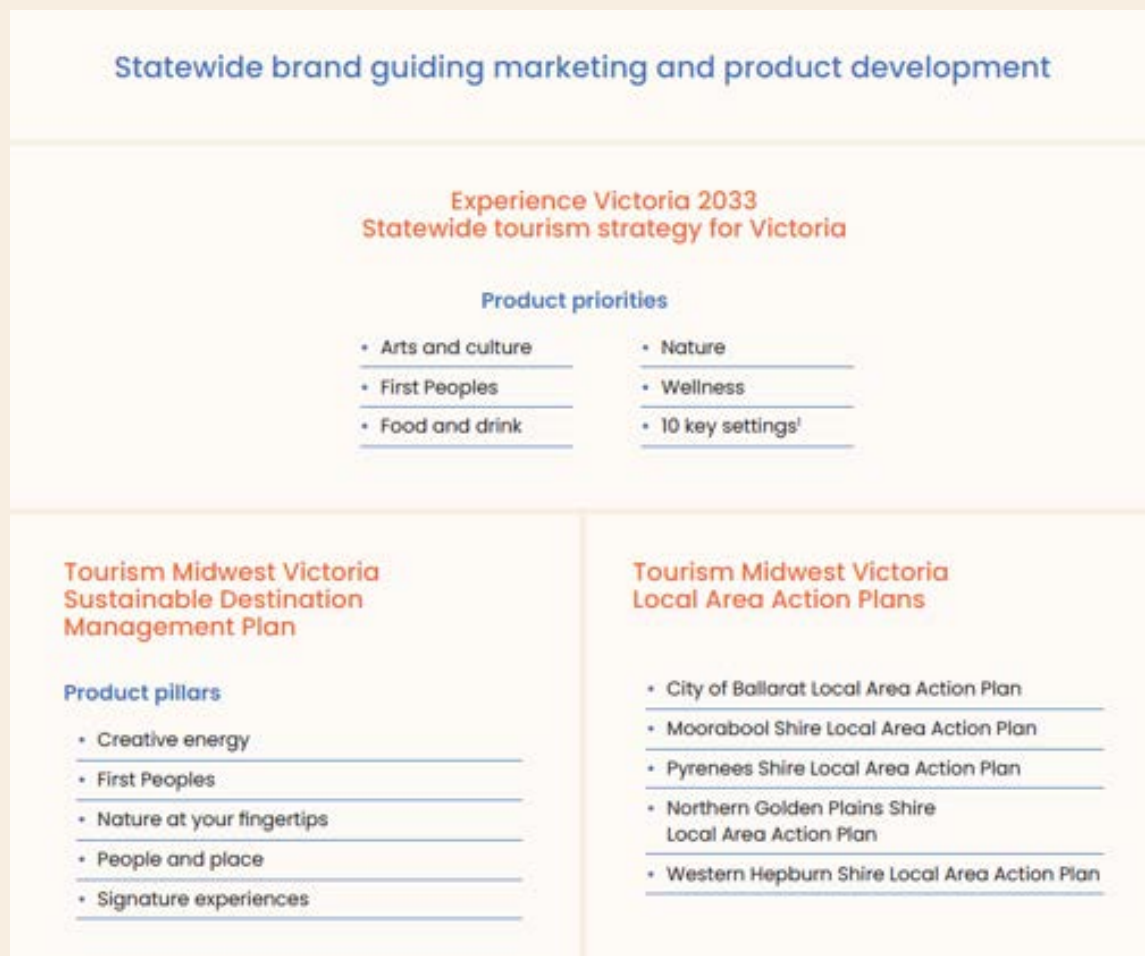
<sup>2</sup> Tourism Forecasts for Victoria, Department of Jobs, Skills, Industry and Regions ([https://tourism.vic.gov.au/\\_data/assets/pdf\\_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf](https://tourism.vic.gov.au/_data/assets/pdf_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf))

<sup>3</sup> Ibid

## Our strategic framework

Table 2 outlines the strategic framework that has guided the development of the SDMP and LAAPs and, in particular, the product development and opportunities analysis. It demonstrates the deliberate alignment that has been sought with state government strategies, which is specifically demonstrated in the alignment between the Experience Victoria 2033 Product Priority pillars and the Tourism Midwest SDMP product pillars.

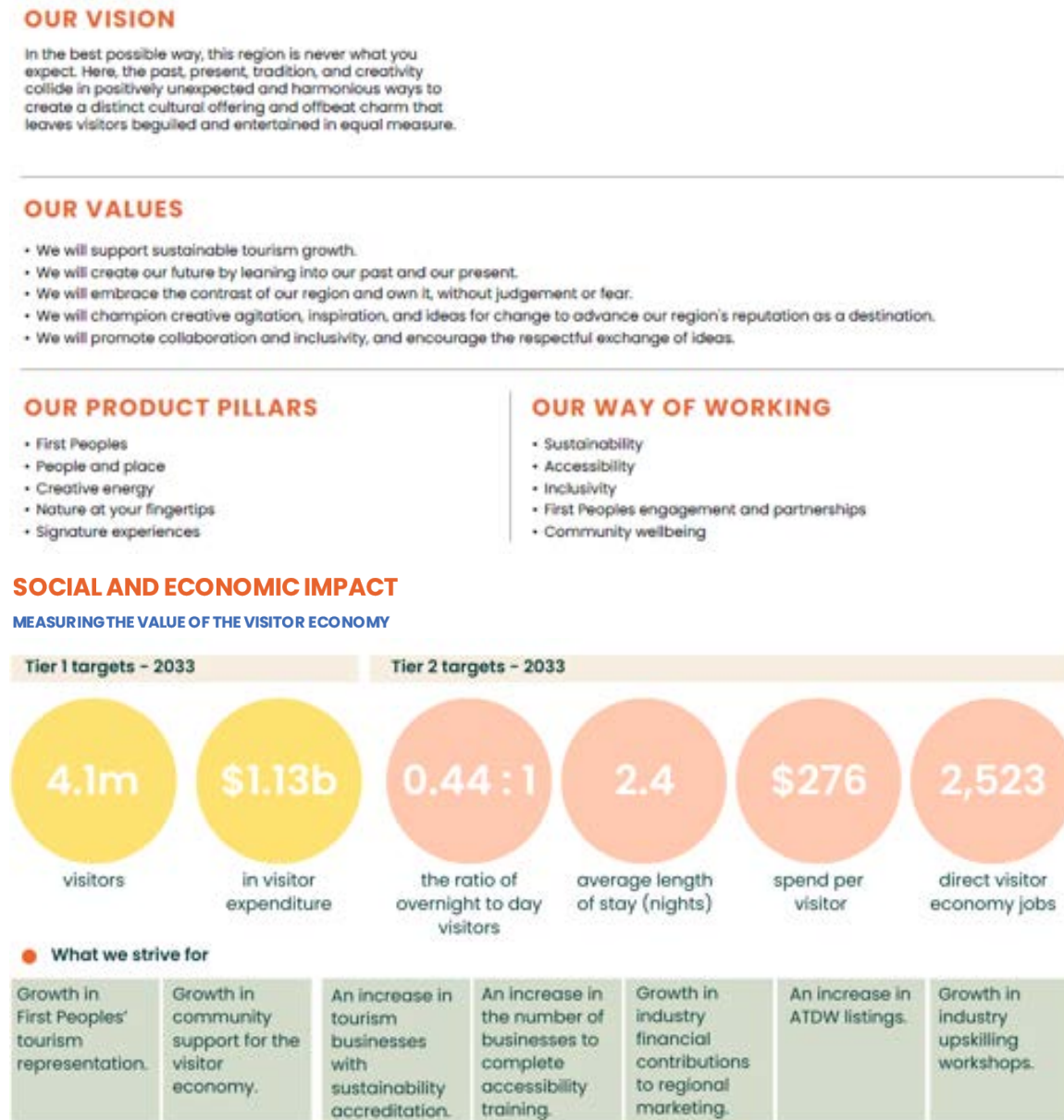
Table 2: Strategic framework guiding the Sustainable Destination Management Plan



## Our plan on a page

This City of Ballarat LAAP aligns closely with the Tourism Midwest Victoria’s SDMP’s strategic framework (see Figure 2). The targets identified are for the City specifically.

Figure 2: Our plan on a page



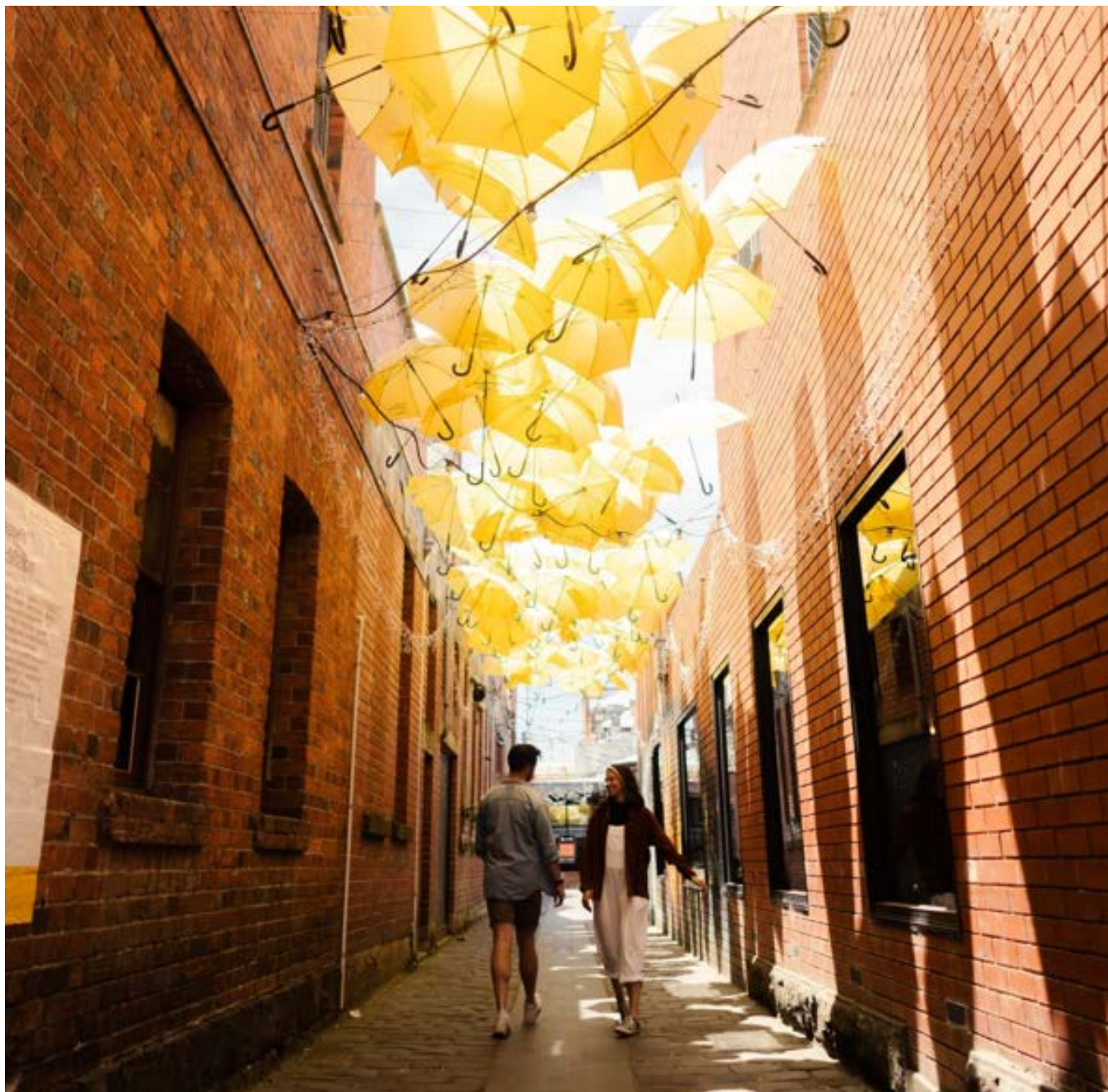
## Priority local projects

Table 3 provides the priority projects that were identified as part of this LAAP. They offer a starting point for activation of this LAAP and a great diversity in scale, type of development, location, and timeframe for activation.

Table 3: Priority local projects

	4-5-star branded hotel in CBD	Lydiard Street Public Realm Revitalisation	Develop 2-3 long destination events for Ballarat aligned with destination positioning for Ballarat	Ballarat Arts and Cultural Area business case development
<b>Type</b>	Supply initiative	Supply initiative	Supply initiative	Demand initiative
<b>Rationale</b>	A new 4-5 star, larger-scale branded property in Ballarat CBD would fill a product gap in the marketplace and offer an accommodation option to meet the needs of business and event attendees, and conference coordinators. E.g. Art Series Hotel.	One of the grandest Victorian era streetscapes in the country, Lydiard Street connects Ballarat Railway Station with many of city's flagship cultural institutions, restaurants, and tourism attractions.  As identified in the City of Ballarat Visitor Arrival Master Plan, the Lydiard Street Public Realm Revitalisation project will support activation, greenification and illumination of this important thoroughfare, enhancing the arrival experience for pedestrians.	Leveraging the success of Ballarat International Foto Biennale, which is held every two years over three months in Ballarat, the potential exists to look to introduce two to three additional major destination events held over a one to three month period aligned to Ballarat and TMV's brand positioning.	A revitalised Arts and Cultural precinct anchored by key City of Ballarat cultural venues including the Art Gallery of Ballarat and the Ballarat Mining Exchange, creating a vibrant arts hub.  Enhancing this precinct within the Ballarat CBD will directly benefit both residents and visitors.
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Prepare feasibility and business case to identify art series style hotel accommodation opportunities and encourage operators and their investors.</li> <li>2. Investigate opportunities for co-located conference/event facility for up to 500 patrons.</li> <li>3. Prepare investment prospectus for sending to investors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Seek funding</li> <li>2. Complete Detailed design and engineering</li> <li>3. Undertake works in 3 Stages: <ul style="list-style-type: none"> <li>■ Stage 1 – Lydiard St N (between Mair St and Sturt Street) – Stage One will focus on the core segment of Lydiard Street North with key tourism product and the location of the future Ballarat Arts and Culture Area including the Ballarat Art Gallery, the Mining Exchange, and Regent Cinemas.</li> <li>■ Stage 2 – Lydiard St N (between Doveton Cres and Mair St)</li> <li>■ Stage 3 – Lydiard St S (between Sturt St and Federation University SMB Campus)</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Introduce two to three events that run for approximately one month that could possibly be centred on the themes of rare arts and artisan products, digital art forms and sculpture</li> <li>2. As part of the events, look to integrate art into buildings throughout the city and integrate into CBD walking tours</li> <li>3. Promote alignment with Brilliantly Unexpected regional positioning</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertake business case in close consultation with community and stakeholders investigating new gallery space exhibitions; increased storage space; makers spaces and arts incubators; enhanced outdoor space; and spaces for private sector investment in food and beverage, retail and visitor accommodation</li> </ol>

	Sovereign Hill Gold Pavilion	Armstrong Street North as a CBD visitor economy hub/gathering place	National Centre for Photography	Repositioning and marketing Ballarat
<b>Type</b>	Supply initiative	Supply initiative	Supply initiative	Supply initiative
<b>Rationale</b>	<p>Create a new arrival experience at Sovereign Hill, including the delivery of a major new visitor experience. The new arrival precinct will increase capacity to serve Sovereign Hill's forecast visitor growth, enable Sovereign Hill to meet contemporary visitor expectations, increase accessibility and inclusion, and provide a compelling new First Peoples welcome</p>	<p>Ballarat is becoming increasingly well-known for its food offer, home to three hatted restaurants as well as several other high-quality and diverse restaurants, bars, and cafés.</p> <p>There is a need, however, to elevate the profile of Armstrong Street North as a visitor economy hub and gathering place. This could include investigating the following:</p> <ul style="list-style-type: none"> <li>■ high-quality streetscape plantings;</li> <li>■ attractive evening lighting;</li> <li>■ outdoor dining;</li> <li>■ wide pavements;</li> <li>■ retractable awnings and/or umbrellas;</li> <li>■ pedestrian passageway between buildings and outdoor tables.</li> </ul>	<p>The heritage-listed Union Bank building is currently being renovated to house the National Centre for Photography and serve as a hub for the Ballarat International Foto Biennale. This multistage project includes galleries, creative residency spaces and a photo lab, as well as accessible restrooms.</p>	<p>Invest in strategic marketing and communications that elevate Ballarat's positioning and increase awareness among target demographics.</p> <p>To effectively stand apart and increase market share, all activity must respond to, and evolve with, consumer trends, data and research.</p>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Advocate for the delivery of funding to develop the Gold Pavilion stage of Sovereign Hill's Masterplan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Investigate options for street enhancements for Armstrong Street North to support traffic calming, parallel parking, wider footpaths, improved lighting, and night-time economy activation.</li> <li>2. Work with building owners and operators to develop and implement an improvement scheme for the public realm and the façade of buildings.</li> <li>3. Develop a public-private partnership for development with Council and building owners/operators.</li> <li>4. Promote the area as a gathering place.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to support the timely completion of the renovation of the Union Bank Building</li> <li>2. To support the introduction of residency program and other planned initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the City of Ballarat's new destination branding</li> <li>2. Continue to undertake consumer trend, data and research to support growth in market share</li> </ol>



# Part 2: Introduction



## Overview and process for developing our plan

Tourism Midwest (TMV), in collaboration with the City of Ballarat (the City or Council), has developed this ten-year Local Area Action Plan (LAAP) for the City of Ballarat. It has been completed concurrently with the broader Tourism Midwest Victoria Sustainable Destination Management Plan (SDMP) which covers the local government areas (LGAs) of Ballarat, Pyrenees, Moorabool as well as parts of Hepburn, and Golden Plains Shires.

This LAAP is informed by independent research and analysis, as well as consultation with industry representatives, community groups, businesses, local government staff, councillors, government stakeholders and Traditional Owner Corporations.

### Preparing our plan

The following methodology was undertaken or reviewed to inform this LAAP (Figure 3).

Figure 3: Local Area Action Plan Methodology



## A collaborative approach

To develop this LAAP, wide engagement has occurred with the local tourism industry, First Peoples, residents and government agencies. Visitor perceptions were also examined via online sentiment assessment.

These perspectives and research have shaped the priorities and actions identified as part of this work.

Table 4 provides a summary of those consulted.

A full list of those consulted is included in Appendix 1 of the Sustainable Destination Management Plan.

Table 4: Consultation summary

	<p>First Peoples – Barengi Gadjin Land Council, Wadawurrung Traditional Owners Aboriginal Corporation, Dja Dja Wurrung Clans Aboriginal Corporation and Eastern Maar Aboriginal Corporation were consulted via 1:1 engagement. Each organisation also provided feedback on the draft SDMP.</p>
	<p>Tourism industry – A series of industry and community workshops were held in each local government area throughout the project. Approximately 150 industry representatives and community members were met with. Industry representatives came from a broad mix of sectors, including accommodation, attractions, hospitality and transport.</p>
	<p>Government agencies – Visit Victoria, Regional Development Victoria, Parks Victoria, and the Department of Jobs, Skills, Industry and Regions.</p>
	<p>Community – A community survey was circulated, with 201 responses received. The findings of the survey are included in Appendix 2.</p>
	<p>Local government authorities – These included CEOs, councillors and members of executive leadership teams. Workshops were also held in each local government area, with staff from various departments in attendance.</p>
	<p>Investors and developers – One-on-one meetings and interviews with developers and investors.</p>
	<p>Other RTBs/VEPs – Bendigo Regional Tourism and Grampians Tourism.</p>

## Phrases and concepts to know

There has been a considerable shift in how destinations view and interact with visitors to ensure tourism benefits the community more broadly. As a result, new concepts and terminology have been introduced to outline the procedures required to achieve these benefits. These are outlined in Table 5. A glossary has also been included in Appendix 2.

Table 5: Terms to know

Term	Description	Relevance to this plan
<b>Sustainable tourism</b>	Sustainable tourism aims to minimise the negative impacts of tourism on the environment, society and economy. It involves practices that seek to preserve natural resources, protect cultural heritage and support local communities. It often follows principles such as reducing carbon footprints and promoting conservation efforts.	This LAAP adopts a sustainable approach to tourism development, seeking to identify mechanisms to mitigate any negative impacts tourism may have on the region's economy.
<b>Regenerative tourism</b>	Regenerative tourism goes beyond sustainability by actively working to restore and enhance the destination. The goal is to contribute positively to the environment and communities and includes initiatives such as reforestation projects, wildlife conservation and community development programs.	This LAAP has been guided by a regenerative tourism approach to decision-making, governance and implementation. The underlying objective is for the region to be left in a better state than it was before.
<b>Stewardship</b>	Stewardship refers to the responsible and sustainable management of natural and cultural resources by those involved in the tourism industry. Stewardship involves taking care of and preserving the environment, local communities and cultural heritage to ensure that the impact of tourism is positive and sustainable.	For the purpose of this plan, stakeholders involved in tourism across Midwest Victoria are viewed as stewards and caretakers of the region's environment, community and culture.
<b>Value of the visitor economy</b>	Measuring the value of the visitor economy involves a range of qualitative and quantitative assessments, incorporating economic, social, environmental and cultural data.	This LAAP acknowledges that the value of the visitor economy cannot simply be measured through economic measures – there are a host of social, cultural and environmental benefits that can be created from a sustainable visitor economy. This plan therefore adopts a range of qualitative and quantitative targets to measure success.
<b>Climate action</b>	Climate action in the context of tourism refers to efforts and initiatives taken within the industry to mitigate and adapt to climate change.	The recommendations outlined in this plan include strategies and measures aimed at reducing the environmental impact of tourism activities and making the sector more resilient to the challenges posed by climate change. This was highlighted as a key desired outcome by several stakeholders.
<b>Visitor economy ecosystem</b>	The visitor economy ecosystem represents the interconnected and interdependent stakeholders that contribute to, and are influenced by, the tourism industry within a specific geographic area or destination.	This LAAP seeks to strengthen the many relationships already in place and facilitate the development of new connections and collaborations.
<b>Visitor economy</b>	The visitor economy refers to the economic activities and benefits generated by visitors to a particular destination. It encompasses a broad range of industries and services that cater to tourists, including accommodation, transportation, attractions, entertainment, food and beverage, retail and various other tourism-related activities.	This phrase is used throughout this LAAP to emphasise the economic significance of tourism and related businesses in the City, particularly the role of tourists (including those visiting for a holiday, visiting friends and relatives, business, education etc) in supporting economic growth and job creation.

## About the Tourism Midwest Victoria region

### Geography

Victoria’s Midwest is situated approximately 1.5 hours from Melbourne, providing access to a market of just over five million people. It includes the local government areas of Ballarat, Moorabool and Pyrenees as well as parts of Hepburn and Golden Plains (see Figure 4).

Each of these areas brings its own assets and features which, when brought together, help make Midwest Victoria a truly special destination.

The region is home to an estimated population of 176,000. About two-thirds of residents live in the City of Ballarat (66%). However, the region is set to experience significant population growth (increasing to over 225,000 residents by 2036), with the City of Ballarat and Moorabool Shire both projected to experience strong resident population growth rates.<sup>4</sup>

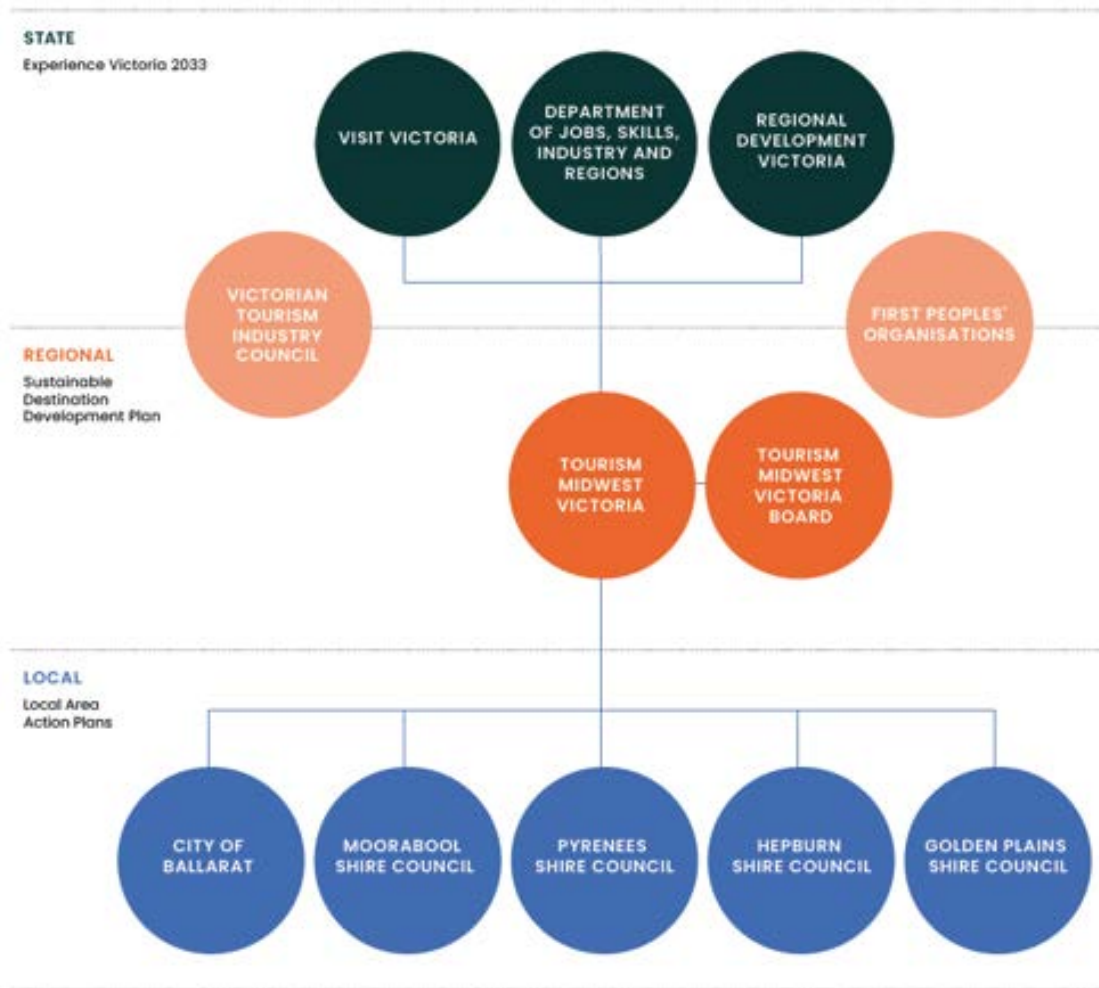
Figure 4: SDMP scope



<sup>4</sup> The City of Ballarat’s population is projected to grow by 27,000 residents (+23%) and Moorabool Shire’s population is forecast to increase by 18,000 residents (+47%) (<https://www.planning.vic.gov.au/guides-and-resources/data-and-insights/victoria-in-future>)

### Governance

Figure 5: Tourism governance summary



## Roles and responsibilities

Destination management consists of the coordinated management of all aspects of a destination that contribute to a visitor's experience. The stakeholders tasked with this responsibility are outlined in Table 6.

Table 6: Roles and responsibilities

Stakeholder	About	Key roles/responsibilities
<b>Visit Victoria</b>	Visit Victoria is the state's official tourism and events agency. Visit Victoria plays a crucial role in promoting the state as a premier tourism destination and driving economic growth through tourism-related activities.	<ul style="list-style-type: none"> <li>• Destination marketing</li> <li>• Guiding regional positioning and development</li> <li>• Supporting industry development</li> <li>• Event attraction and support</li> <li>• Developing collaboration and partnerships to support tourism development</li> <li>• Distributing research and insights</li> <li>• Promoting and implementing sustainable tourism practices.</li> </ul>
<b>Department of Jobs, Skills, Industry and Regions</b>	<p>The Department of Jobs, Skills, Industry and Regions (DJSIR) is focused on creating more opportunities for people through skills development, job creation and business support.</p> <p>Working closely with Visit Victoria, tourism and events is one of DJSIR's areas of focus.</p>	<ul style="list-style-type: none"> <li>• Undertaking research</li> <li>• Providing policy, strategy and industry development advice to the Victorian Government and industry on the visitor economy</li> <li>• Providing governance support and advice to several entities that market the state and secure events</li> <li>• Managing large-scale tourist attractions, precincts, facilities and entertainment venues in Victoria.</li> </ul>
<b>Parks Victoria</b>	Parks Victoria champion the importance of nature by managing, protecting and sharing Victoria's precious places. In partnership with Traditional Owners, they help connect people with Country, understand cultural heritage and contribute to human health and wellbeing.	<ul style="list-style-type: none"> <li>• Sustainably managing, protecting and conserving Victoria's natural and cultural landscapes</li> <li>• Providing experiences for visitors and volunteers to connect with and value nature</li> <li>• Contribute to improving the health, safety and economic wellbeing of all Victorians.</li> </ul>
<b>Regional Development Victoria</b>	Regional Development Victoria (RDV) is responsible for supporting and facilitating economic and social development in regional areas of Victoria.	<ul style="list-style-type: none"> <li>• Managing funding streams and grant programs such as the Regional Tourism Investment Fund</li> <li>• Business investment</li> <li>• Industry support</li> <li>• Advocacy.</li> </ul>
<b>Victorian Tourism Industry Council</b>	The Victorian Tourism Industry Council (VTIC) is the peak tourism industry association that represents the interests of the state's tourism operators and businesses.	<ul style="list-style-type: none"> <li>• Industry advocacy</li> <li>• Policy development (at a state and national level)</li> <li>• Industry support and development</li> <li>• Networking and collaboration</li> <li>• Education and training</li> <li>• The provision of research data and insights.</li> </ul>
<b>First Peoples' organisations</b>	<p>First Peoples' organisations care for Country, and each have their own culture, language, beliefs and practices.</p> <p>Acknowledging this, tourism and the visitor economy have a role to play in promoting culture and building understanding of, respect for, and learning from First Peoples' stories and traditions.</p> <p>More will be done to support the self-determination of First Peoples as they develop visitor economy products and build Midwest's profile in the market.</p>	<ul style="list-style-type: none"> <li>• Cultural heritage management and services</li> <li>• Welcome to Country and traditional ceremonies</li> <li>• Cultural education</li> <li>• Corporate education</li> <li>• Cultural consultation</li> <li>• Land management</li> <li>• Language and naming.</li> </ul>
<b>Tourism Midwest Victoria</b>	Tourism Midwest Victoria (TMV) is the Visitor Economy Partnership which covers the midwestern region of the state. It provides strong leadership and links between communities, all tiers of government and industry. TMV has a skills-based board that comprises of senior local government representatives and industry.	<ul style="list-style-type: none"> <li>• Destination management planning</li> <li>• Destination development</li> <li>• Crisis planning and response management</li> <li>• Industry support and strengthening</li> <li>• Advocacy on behalf of industry and local government</li> <li>• Destination marketing and regional conversion.</li> </ul>
<b>Local government</b>	In Victoria, local government plays a key role in supporting the visitor economy. The five local government areas in Midwest Victoria all deliver services that contribute significantly to the development and growth of the region's visitor economy.	<ul style="list-style-type: none"> <li>• Local tourism promotion and marketing</li> <li>• Provision of visitor information services, often via visitor information centres</li> <li>• Development and maintenance of tourism-related infrastructure including facilities such as parks, recreational areas, signage and amenities that enhance the visitor experience</li> <li>• Event support</li> <li>• Industry training</li> <li>• Community engagement to ensure tourism development aligns with community values and aspirations</li> <li>• In times of crisis, local government often plays a role in coordinating responses and providing support to the tourism industry</li> <li>• Regulatory functions related to tourism, including land use planning, zoning and permitting for tourism-related developments.</li> </ul>

## About Victoria's Visitor Economy Partnerships

The Visitor Economy Recovery and Reform Plan released in April 2021 outlined the transition from Regional Tourism Boards (RTBs) to Visitor Economy Partnerships (VEPs).

Under this new model, each VEP will:

- Have a clear sense of purpose and defined responsibilities.
- Encourage local and industry leadership, with senior local government, industry and skills-based board membership.
- Include all regions, with boundaries co-designed and agreed in collaboration with local government authorities.
- Leverage benefits of scale.
- Have local ownership and flexibility with the broad geographic coverage to deliver region-wide initiatives.

### Core responsibilities

The VEP framework provided by the Victorian Department of Jobs, Skills, Industry and Regions (DJSIR) very clearly outlines the core responsibilities of the VEPs, which include to:

- Deliver enhanced leadership and collaboration at a regional level.
- Tailor industry strengthening support to address regional needs.
- Encourage increased community support for tourism.
- Facilitate enhanced visitor dispersal and experiences.
- Undertake collaborative destination marketing and regional conversion.
- Provide insights and investor connections that inform a strengthened pipeline of product development.
- Provide regional context and insights to inform government policy development, decision making and investment priorities.
- Ensure continued crisis preparedness and support relative to the visitor economy.
- Maintain regular engagement with First Peoples' organisations to ensure their perspectives are considered relative to the visitor economy.

### Core benefits

The VEP framework also outlines the four core benefits:

- Official recognition, increased clarity and collaboration with government.
- A more transparent funding model.
- Enhanced operational support.
- Access to data, insights and tools to track outcomes.

### Key features

VEPs need to include the following essential elements and align with other VEPs across the state:

- Ensure clear roles and responsibilities, including developing a sustainable destination management plan for the region. The plan should be reviewed and updated in three years.
- Establish solid governance with a broad skills-based board and a legal organisation with a clear constitution.
- Encourage regional collaboration by engaging

Designed to strengthen and grow Midwest Victoria's visitor economy, TMV is the conduit between the five local government areas, the state government and the tourism industry. It supports its Industry Partners through business initiatives, the creation of visitor economy experiences and tourism products, and marketing and industry development.

### About the Tourism Midwest Victoria VEP

#### Core responsibilities

The work of TMV is divided into three key areas:

#### Sustainable destination management

TMV's primary objective is to cultivate the region as a sustainable and thriving tourist destination, focusing on:

- Amplifying the economic and social benefits that tourism brings while proactively managing its potential impacts.
- Empowering the community to embrace the benefits of tourism and contribute to making the region an exceptional place to live, explore and share with others.
- Supporting businesses and entrepreneurs with industry programs to ensure visitors have an unforgettable experience and continue to return.

#### Marketing

TMV is dedicated to promoting the region as a must-visit travel destination every day of the year. Through strategic and targeted marketing efforts, TMV aims to boost the region's visitor economy and reshape perceptions. TMV's objective is simple: inspire visitors to love the region, just as the locals do.

#### Advocacy

TMV represents the region's industry across all levels of government. TMV advocates for its Industry Partners and works tirelessly to bring lasting benefits to the broader community. TMV champions Midwest Victoria, ensuring the region's voice is heard and progress is achieved.

## Strategic context

Alignment to strategic policy and direction is critical to the success of each LAAP (and the broader SDMP). These strategies outlined in Table 7 provide a range of findings and strategic directions relevant to the development of the region's visitor economy.

Table 7: Strategies of relevance

Strategy	What is it?	How it has been aligned to this LAAP?
Experience Victoria 2033	The Victorian Government's strategic plan to shape the future of Victoria's visitor economy over the next 10 years. Experience Victoria's product priorities and settings are outlined in Appendix 3.	There are several product priorities and settings that have been identified as both current and emerging strengths of the region. These are included in Appendix 3.
Destination Victoria Brand Strategy Playbook	The reference point defining what makes Victoria and its regions different and compelling. The Destination Victoria Brand Strategy Playbook (see Appendix 4) was developed as a tool to define Victoria's overarching brand as well as its various sub-regional brands and the strategy behind these. A key objective of the playbook is to ensure the brand messaging for the state and each sub-regional destination is unique and compelling.	This LAAP is aligned with the Destination Victoria Brand Strategy by aligning the themes and product development opportunities in the LAAP with the state's sub-regional brand pillars.
Creative State 2025	Creative State 2025 is an integrated strategy to address longstanding and new challenges facing the creative industries and to grow their contribution to our society, economy and culture. Supported by a four-year budget of \$288 million, it is a strategy designed to enrich the lives of all Victorians.	This plan aligns with this direction by striving to improve equitable access to creative experiences and careers; and investment in new and established innovative creative products and experiences.
Central Highlands Regional Economic Development Strategy (REDS)	Developed by Regional Development Victoria, the REDS identify the strategic directions to further drive growth and prosperity in regional Victoria.	The REDS identifies five strategic directions based on the opportunities emerging from the region's endowments, industry specialisation and socioeconomic context.  Of these, the most pertinent is strategic direction "continue to grow and develop the visitor and creative economies".  Critical visitor and creative precincts identified in the REDS and that strongly align with this LAAP include: <ul style="list-style-type: none"> <li>■ The regional city of Ballarat, with its burgeoning creative scene and goldfields heritage, including Sovereign Hill</li> <li>■ The Pyrenees wine region; and</li> <li>■ First Peoples culture.</li> </ul>
National Agritourism Strategy 2030	This strategy provides direction and toolkits for primary industries and producers to diversify and sustain their core business by offering products to visitors. It is a roadmap for farmers to unlock new business opportunities and encourage jobs for regional communities.	The strategy identifies six priorities that underpin the sector's growth. These strategic priorities, which are outlined below, demonstrate the opportunity for areas within the region to grow their profile as an agritourism destination and support producers to enable agritourism growth. <ul style="list-style-type: none"> <li>■ Sustainable and inclusive farm diversification</li> <li>■ Community capability and capacity building with a focus on regional employment</li> <li>■ Develop new, high-quality, distinctly Australian agritourism experiences</li> <li>■ Promote the sector responsibly, with an alignment to food and drink</li> <li>■ Encourage genuine collaboration and partnerships</li> <li>■ Provide sector leadership to support inclusive growth.</li> </ul>



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## About the City of Ballarat

Ballarat is a historically significant city north west of Melbourne. It is situated approximately 115 kilometres northwest of Melbourne and has a population of almost 116,000<sup>5</sup> and serves as the third-largest city in Victoria. Figure 6 on the following page illustrates the scope of this LAAP.

Ballarat gained prominence during the mid-19th century due to the Victorian Gold Rush, which brought a surge of settlers and wealth to the region. It is most famously associated with the Eureka Stockade, a significant event in Australian history that took place in 1854 when gold miners revolted against government authorities.

Primary economic sectors for the City include tourism, education and health care, retail and associated services, manufacturing, and agriculture.

Ballarat blends its rich historical roots with a contemporary cultural scene. Whether visitors are interested in history, outdoor activities, or simply enjoying the tranquillity of its green spaces, Ballarat offers a diverse range of tourism experiences that cater to a wide array of interests. This makes it a compelling destination for visitors seeking a unique and enriching experience in regional Victoria, Australia.

Major visitor attractions in the City include

- Sovereign Hill: This open-air museum is one of Ballarat's main tourist attractions. It recreates the ambience of an 1850s gold rush town, complete with costumed staff, horse-drawn carriages, and interactive exhibits. Visitors can try their hand at gold panning and explore the fascinating history of the era.
- Ballarat Botanical Gardens: These landscaped gardens offer a serene escape with a wide variety of plant species, walking paths, and a picturesque ornamental lake. The Robert Clark Conservatory within the gardens is home to an impressive collection of exotic plants.
- Art Galleries: Ballarat boasts a growing arts scene, with several galleries and cultural institutions. The Art Gallery of Ballarat, one of the oldest and largest regional art galleries

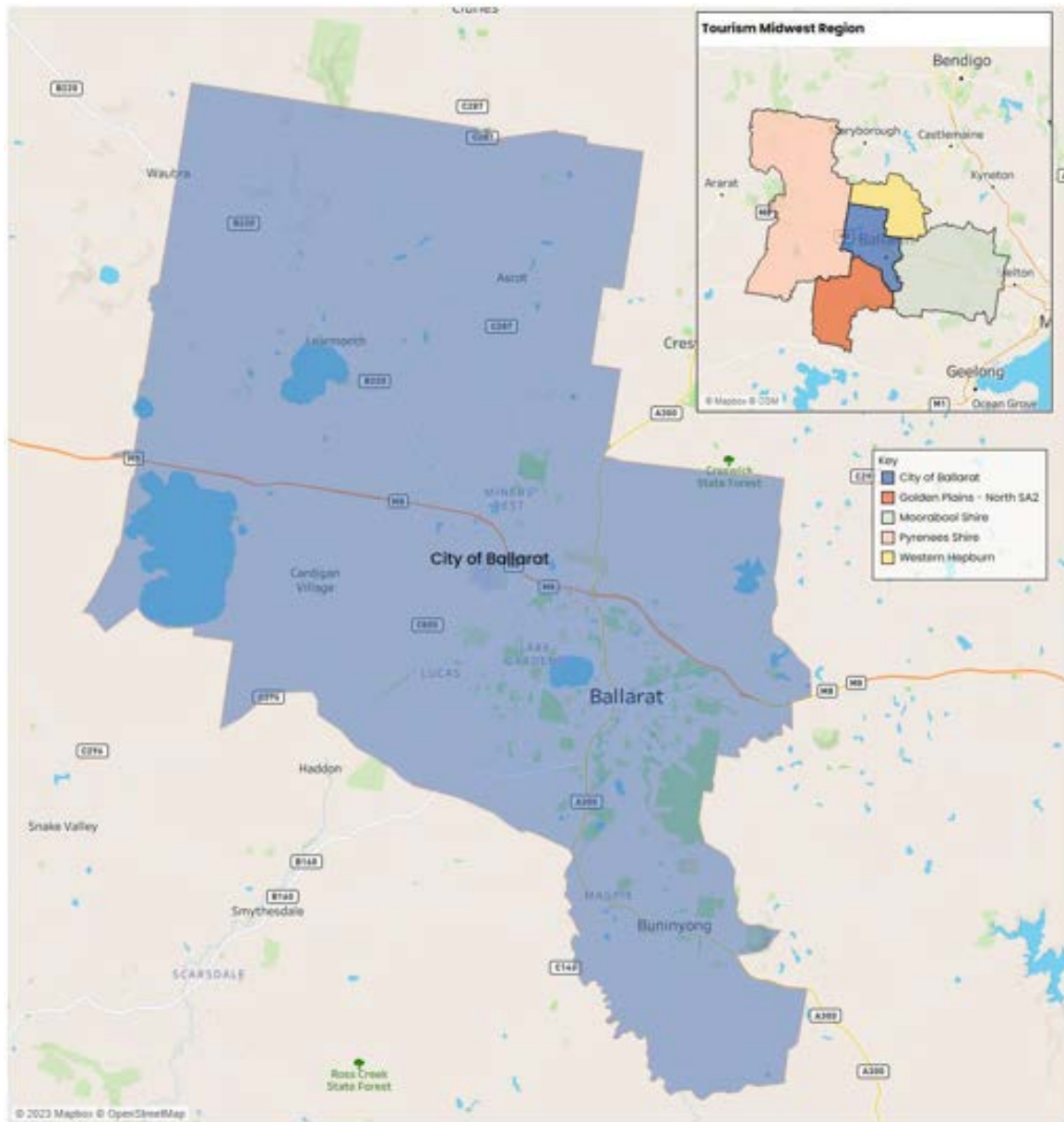
in Australia, features an extensive collection of Australian and international art.

- Lake Wendouree: A popular spot for recreational activities, offers opportunities for boating, picnicking, and walking along its scenic shoreline. The annual Ballarat Begonia Festival held here is a highlight for both locals and visitors.
- Ballarat Wildlife Park: This attraction allows visitors to get up close and personal with native Australian wildlife, including kangaroos, koalas, and a variety of bird species.
- Goldfields Track: For outdoor enthusiasts, the Goldfields Track is a network of walking and cycling trails that pass through some of the region's most picturesque landscapes.
- The Eureka Centre: The Eureka Centre is a cultural and historical institution dedicated to preserving and showcasing the history and significance of the Eureka Stockade, a pivotal event in Australian history.
- Ballarat Tramway Museum: A unique experience for those interested in the history of transportation. Visitors can take a ride on vintage trams and learn about the city's tramway heritage.
- Local Food and Wine: Ballarat's dining scene has flourished in recent years, offering a range of culinary experiences. Visitors can savour regional and international cuisine in the city's many cafes and restaurants. Additionally, the region is known for its wineries and craft breweries.

As the City of Ballarat is the major visitor destination and significant urban hub in a very wide regional catchment area, how it performs as a visitor destination has a bearing on the success of the surrounding region. Surrounding areas need to be able to leverage strongly off Ballarat, including its positioning as a unique and "must-see" destination, its evolving product base, and its ability to appeal to key visitor markets needing to be attracted. These include those coming from Greater Melbourne, surrounding regional areas, other intrastate travellers and those from interstate and overseas. In essence, if Ballarat "thrives" as a visitor destination, the Midwest region should be enjoying the benefits of this.

<sup>5</sup> <https://profile.id.com.au/ballarat>

Figure 6: City of Ballarat mapped scope area



## Our current product offering

### Attractions and Experiences

The Midwest provides a high-quality visitor destination. Ballarat – the major destination hub – offers several major visitor drawcards and the region’s surrounding towns and villages offer a diversity of experiences to broaden the appeal to a wide visitor market.

The primary appeal of Ballarat currently relates to the City’s cultural and heritage-based assets (see Figure 9) including its many museums, cultural experiences, and historic sites. Ballarat is also an events hub and a successful food destination, with many quality and diverse dining experiences on offer.

Emerging strengths for the City (see Figure 10) include its drink product (including a growing number of brewery and distillery experiences) and arts-based experiences.

### Supply Assessment

The following audit is primarily based on an extensive ‘data scraping’ exercise that leveraged the following sources<sup>6</sup>: Tourism Midwest’s database; the ATDW; TripAdvisor; Google Travel; and Google Maps.

Because the tourism sector is so far-reaching, there are many products, experiences and assets that can be considered tourism-based. This audit, has, however, focused on those which are considered primary tourism experiences, that is, those which are marketed and positioned as “things to do” when visitors travel to the region. Those products/experiences that are primarily utilised by the local community rather than visitors have, therefore, been excluded.

Figure 7 illustrates the findings of the attractions audit and demonstrates the following.

- Based on the audit findings, there are 115 tourist attractions and experiences in the City of Ballarat.
- Of these attractions, the most common type comprises Historic Sites and Museums (30%) supporting this as an existing product strength for the City.
- The vast majority of products and experiences are clustered around the major destination hub of Ballarat CBD.
- A top-line assessment of free versus paid products was undertaken. This demonstrated that an estimated 55% of the City’s tourism product is free versus 45% being paid. The City has the largest level of paid product in the Midwest region and should continue to build on this strength. While having ‘free things to do’ in a region is an important part of a region’s product mix, greater economic benefit tends to be generated through commissionable tourism experiences. This is because of visitor spending on the product, the ability for wholesalers to package products is greater and the ability to reinvest in the product is greater.

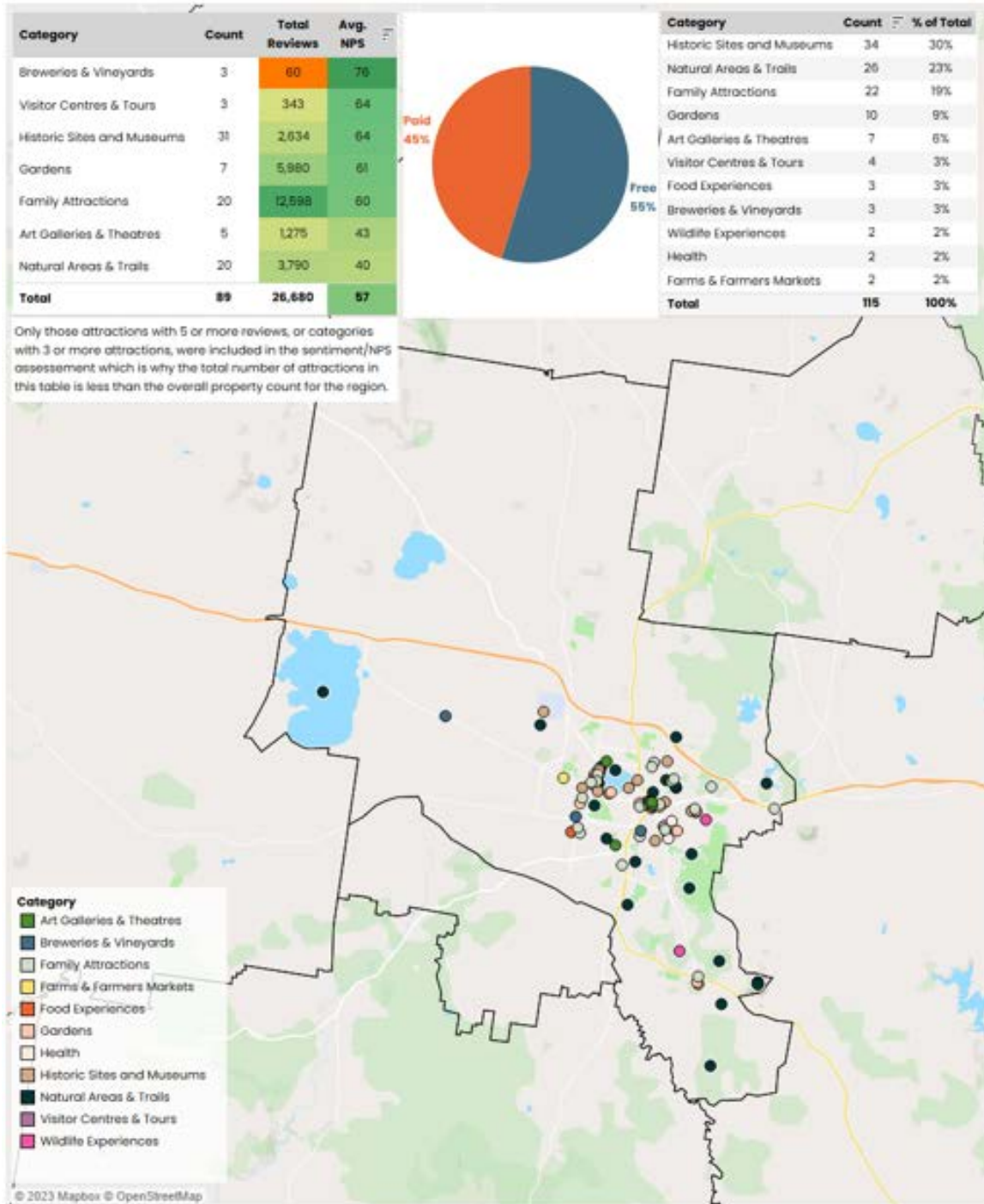
### Consumer Sentiment Assessment

A sentiment assessment was also completed on products that had more than five reviews available and where there were more than three products in a category (see Appendix 5 for an overview of how net promoter scores [NPS] are calculated). The results are summarised in Figure 7 and demonstrate the following.

- The City’s experiences/attractions product receives an overall NPS of +57, based on 26,680 reviews. This is a strong NPS rating and rates well above the accommodation NPS achieved (+37).
- The product category that receives the highest average NPS score is Breweries and Vineyards, with a high NPS of +76. This is based on 60 reviews across 3 different operators.
- The product category with the lowest average NPS is ‘Natural Areas and Trails. However, the score (+40) is still in the range of a good NPS.
- Paid product has a higher average NPS (+61) than free product (+51) reflecting consumer willingness to pay for product that is of a high enough quality/standard.

<sup>6</sup> It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online. The audit was conducted over the period June – September 2023.

Figure 7: Tourism Midwest Attractions Audit for the City of Ballarat



## Accommodation

The Midwest's accommodation supply is dominated by boutique properties, many of these being short-term holiday rentals. Ballarat CBD offers the largest supply of commercial accommodation.

For the Midwest to achieve its goals of growing overnight visitation and visitor spend, there is a need to stimulate investment into existing accommodation stock and to introduce new commercial accommodation properties. However, most regions throughout Victoria are competing to attract new or refreshed forms of accommodation products which is seen as a clear product gap.

### Supply Assessment

An accommodation audit was completed for the City of Ballarat.

The audit revealed the following (Figure 8).

- The City's accommodation mix is largely supplied through Boutique Accommodation (36%).
- This excludes some Airbnb properties as there is no way to eliminate dual listings across websites, however, a separate audit of Airbnb indicates that there are 1,776 Airbnb properties throughout the Midwest region – 28% (496) of which are in the City of Ballarat. These Airbnb properties have an annual occupancy rate of 58%.<sup>7</sup>
- Although Boutique Accommodation accounts for the most properties (36%), Hotels and Resorts, on the other hand, account for 20% of properties but their bookable unit stock comprises 33% of total bookable units. This demonstrates the importance of commercial properties in supplying year-round larger-scale, bookable room stock for tourism regions.
- While the City has some branded properties, it could benefit from having an internationally branded property invest. Larger, international branded hotel properties especially, can leverage their extensive loyalty program databases to market their properties (and the region) both nationally and internationally and are able to help expand the marketing of the region including in partnership with Tourism Midwest and councils.
- The City needs accommodation investment that aligns with its positioning.

### Consumer Sentiment Assessment

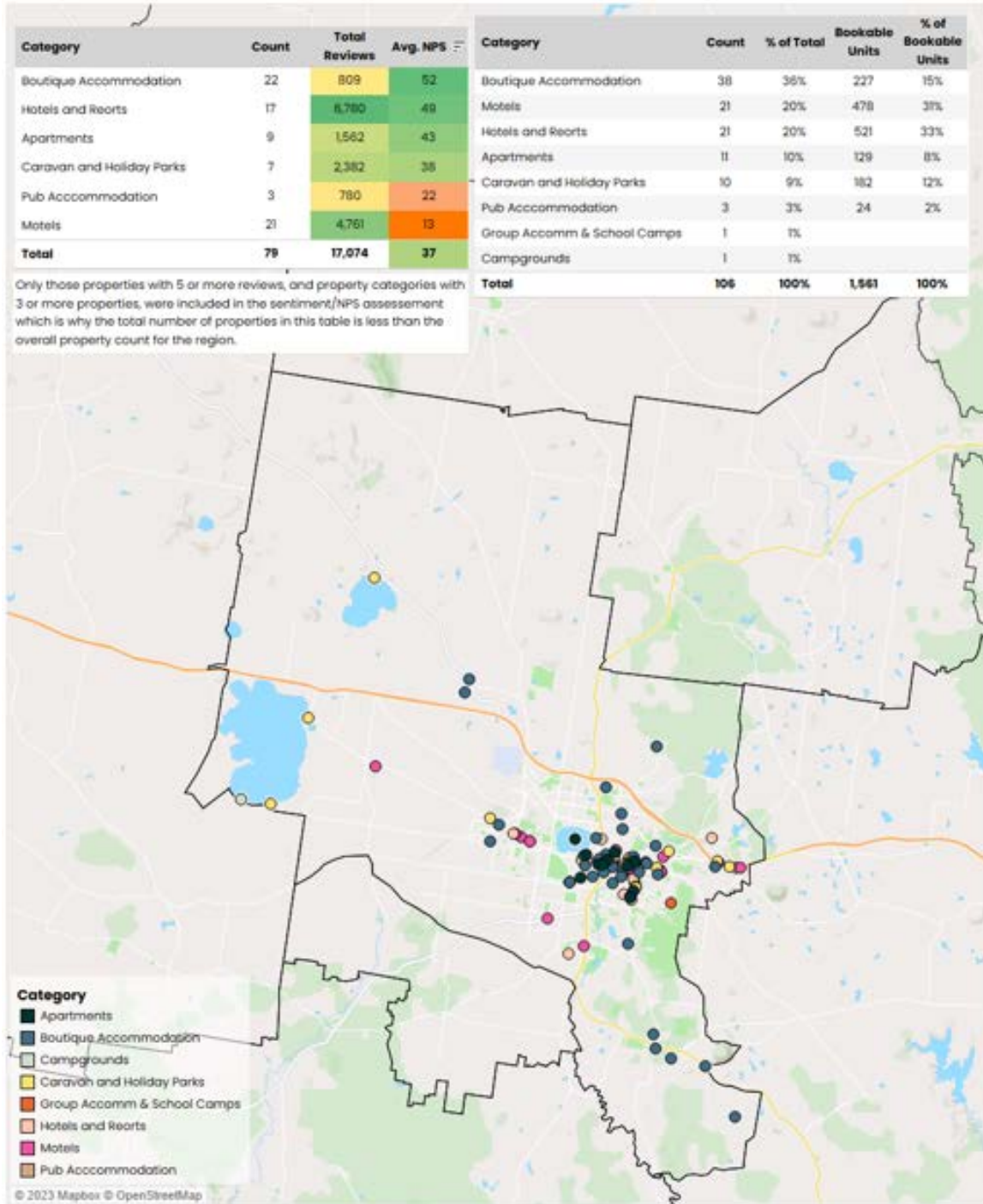
A sentiment assessment was also completed on products that had more than five reviews available and where there were more than three products in a category (see Appendix 5 for an overview of how net promoter scores [NPS] are calculated). The results are summarised in Figure 8 and the findings are as follows.

- The City's commercial accommodation product receives an overall NPS of +37, based on 17,074 reviews. This falls within the 'good' range for NPS scores.
- The category that received the highest average NPS score is Boutique Accommodation closely followed by Hotels and Resorts. Both these categories receive a relatively strong NPS of +52 and +49 respectively, reflecting a higher degree of consumer satisfaction. However, comparing these upper-end scores with other regions, these are fairly low average scores. By way of example<sup>8</sup>:
- Waiheke Island, a nature-based destination in NZ, scored upper-end average scores of +90 for its Luxury Properties and +70 for its Boutique Properties.
- The Snowy Mountains in NSW received upper-end scores of +68 for its Farm Stay Properties and +90 for its Retreats, Lodges, and Resorts.
- The East Gippsland region received an upper-end score of +64 for its Boutique Properties.
- The NSW North Coast region received upper-end NPS scores of +74 for its boutique product and +72 for its holiday home product.
- Sunshine Coast and Noosa received upper-end NPS scores of +75 for their boutique product, +72 for their holiday homes and +70 for their speciality lodging product.
- Motels, which make up a fairly large proportion of bookable unit stock throughout the City receive a below-average low NPS of +13 (based on 4,761 reviews). This indicates that there are concerns from consumers regarding the quality and price proposition of motel properties in the region.

<sup>7</sup> AirDNA

<sup>8</sup> Based on NPS assessments completed in Stafford.

Figure 8: City of Ballarat Accommodation Audit<sup>9</sup>



<sup>9</sup> Note, bookable unit stock for caravan parks reflects bookable cabins only. It does not include camping sites as for most locations, this data was not available.

## Product Strengths – Primary and Emerging

Figure 9: City of Ballarat's Primary Product Strengths

### Primary Strengths

Culture and Heritage



Food



Family-Friendly Things to Do



Events



Figure 10: City of Ballarat's Emerging Product Strengths

### Emerging Strengths

Arts



Drink



## Gap and challenge analysis

Based on the product audit, consultation findings and site visits, the following product gaps and challenges have been identified (Table 8). These have been linked to the product pillars outlined in Figure 16 on page 39.

Importantly, by recognising these gaps, opportunities for product development have been identified.

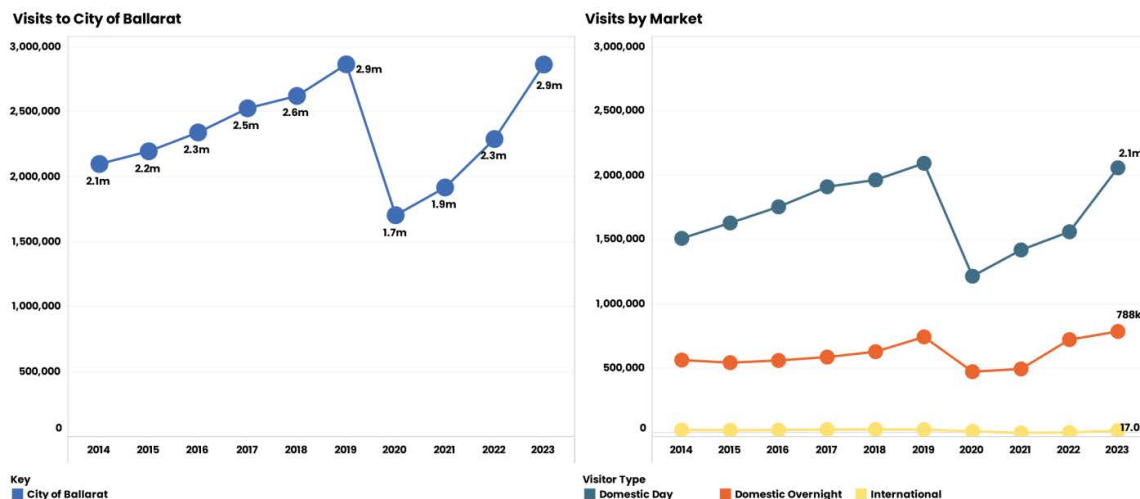
Table 8: City of Ballarat product gap analysis

Our product pillars		Product gaps and challenges	Product opportunity
First Peoples	Traditional Owners storytelling	<ul style="list-style-type: none"> <li>Currently, First Peoples' stories are underrepresented throughout the region.</li> </ul>	<ul style="list-style-type: none"> <li>To incubate First Peoples product and grow representation through partnerships and appropriate product inclusions.</li> <li>To ensure all product development starts with a First Peoples-led approach.</li> <li>To support the development of First Peoples' cultural tourism and experiences.</li> </ul>
People and place	A sense of place	<ul style="list-style-type: none"> <li>Key major attractions require investment to stay current in today's market.</li> <li>Currently, significant historic buildings and streetscapes lack storytelling and activation.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure ongoing investment and product innovation in major attractions.</li> <li>Showcase compelling history.</li> <li>Encourage adaptive reuse.</li> </ul>
	Arts and creatives	<ul style="list-style-type: none"> <li>Current core arts and cultural attractions require investment to meet visitor expectations and industry standards.</li> <li>A lack of coordinated curation and programming of key major venues means the City loses the opportunity to be renowned for any particular offering.</li> </ul>	<ul style="list-style-type: none"> <li>Elevate arts and culture to drive visitation and dispersal.</li> <li>Improve collaboration and coordinated programming across venues, with consideration given to audiences, destination positioning, and product pillars.</li> </ul>
Creative energy	Gastronomic excellence and Agri and growers	<ul style="list-style-type: none"> <li>A coordinated approach to leverage the City's gastronomic story consistently is lacking.</li> <li>The City is not renowned as a leading food and drink destination despite having a number of high-quality F&amp;B providers.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the City's excellence in gastronomy, viticulture, brewing and distilling is recognised through continuous promotion.</li> <li>Establish a recognised strength in food provenance.</li> <li>Develop a regional food and drink signature experience.</li> <li>Develop Armstrong Street as a major foodie hub.</li> </ul>
Nature at your fingertips	High usage trails and iconic views	<ul style="list-style-type: none"> <li>The City is not renowned for nature-based product.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage proximity to Melbourne, promoting the accessibility of the region's nature product for the time poor or less confident regional traveller.</li> <li>Be known for easily accessible short walks, with views that cater to identified audience segments.</li> </ul>
	Recreation	<ul style="list-style-type: none"> <li>Ensure wide breadth of sporting events strengthen the broader visitor economy.</li> </ul>	<ul style="list-style-type: none"> <li>Enable sporting events to deliver in terms of overnight stays, dispersal, yield and/or brand positioning.</li> </ul>
Enablers	Visitor servicing	<ul style="list-style-type: none"> <li>Visitor servicing does not meet the needs of today's traveller.</li> </ul>	<ul style="list-style-type: none"> <li>Proactive visitor servicing methods to enhance visitation and length of stay throughout the City.</li> </ul>
		<ul style="list-style-type: none"> <li>Lack of accessible transport options.</li> </ul>	<ul style="list-style-type: none"> <li>Support transport and connectivity through the City.</li> </ul>
		<ul style="list-style-type: none"> <li>City and town centres are not compelling for visitors.</li> </ul>	<ul style="list-style-type: none"> <li>Beautification of town centres with consideration of night-time economy, outdoor dining, connectivity, wayfinding and storytelling.</li> </ul>
	Accommodation	<ul style="list-style-type: none"> <li>Shortage of accommodation both in terms of quality, quantity and value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>Attract public and private sector investment for new and enhanced accommodation developments that support the positioning of the city.</li> <li>Develop a new major CBD accommodation property aligned to the City's positioning to support growing average length of stay and grow the city's accommodation offer.</li> </ul>
	Events	<ul style="list-style-type: none"> <li>Opportunity exists to ensure all events, new and existing, develop to be and/or remain destination-driving to grow brand, yield and length of stay.</li> </ul>	<ul style="list-style-type: none"> <li>The City requires events/activations that take place over longer periods and activate after-hours to encourage staying longer in the City.</li> <li>Demarcation needs to be established between community and visitor-driving events through a strategic framework.</li> <li>Homegrown, brand driving, irreplaceable events.</li> </ul>
	Infrastructure	<ul style="list-style-type: none"> <li>Directional and interpretive signage need improvements throughout the City.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake directional and interpretive signage audit to produce a tourism signage strategy for the region.</li> </ul>
	Transport and connectivity	<ul style="list-style-type: none"> <li>Visitor arrival experience via train and buses is lacking.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake streetscaping and other enhancements at arrival gateways.</li> </ul>
Planning and advocacy	<ul style="list-style-type: none"> <li>Challenging for investors and developers to facilitate planning and land use arrangements across the City.</li> </ul>	<ul style="list-style-type: none"> <li>Enable tourism infrastructure growth through advocacy to state and local government to address barriers and support investment in the City.</li> </ul>	



## Our current visitor profile

Figure 11: Total Visitation and visitation by visitor type, 2014–2023<sup>10</sup>



The City of Ballarat has a strong visitor base, receiving 2.9 million visitor trips in 2023. Before COVID-19, visitation to the City was experiencing year-on-year growth, increasing by 37% (767,000) visits between 2014 and 2019. This was driven by strong growth in the domestic day market.

COVID-19, which impacted destinations around the country and globally, saw visitation to the City fall by 72%, or 2.1 million visits from 2019 to 2021.

The recovery from COVID-19 has, however, commenced – with visitation to the City almost reaching pre-COVID-19 levels in 2023. This recovery has been driven by the opening of domestic and international borders and a growth in international traveller confidence.

The domestic day trip market comprises most visitors to the City – making up 72% of visitors in 2023. While the day trip market forms an important component of the visitor economy, it typically is relatively low-yielding, accounting for only 44% of visitor spending in the LGA in 2023, despite comprising 72% of

total visitation. Domestic day trippers, on average, spent \$153 in the City, compared with domestic overnight visitors who spent 3.2 times this amount at \$506 per trip. Higher spending by overnight visitors is generated generally because of additional spending on accommodation, food and beverage, transport and attractions.

A key objective of this LAAP, as noted during the consultation phase, is to grow visitor spending and visitor yield, rather than merely focusing on growing the number of visitors travelling into the region.

There is an opportunity to engage further with international target markets (through collaboration with Visit Victoria and Tourism Australia) as international travel returns, though the core focus should remain on the domestic interstate and intrastate markets. Additionally, attracting domestic culturally and linguistically diverse (CALD) visitors helps build the region’s international profile, as residents often host friends and relatives visiting from overseas.

<sup>10</sup> Based on three-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford Strategy.



## Visitor forecasts

The City’s visitor economy is projected to experience notable growth, both domestically and internationally, with a robust growth outlook extending to 2033.

Supporting data for these forecasts are included in Appendix 6.

Table 9: City of Ballarat forecasts<sup>11</sup>

	<p><b>Total spending in the City of Ballarat is forecast to reach \$1.13 billion by 2033</b></p>
	<p>Visitor spending in the City of Ballarat is projected to be 60% above the pre-pandemic level by 2033, generating an additional \$424 million in spend (up from \$711 million in 2019).</p>
	<p><b>Total visitors to the City of Ballarat are projected to reach 4.1 million by 2033, up from 2.9 million in 2023<sup>12</sup></b></p>
	<p>Growth to the City of Ballarat is projected across all visitor markets. Domestic visitors are projected to continue to account for the largest share of visitors in the region, with an estimated 2.8 million domestic day trip visitors and 1.2 million domestic overnight visitors expected in 2033.</p>
	<p>The growth outlook for international visitors has strengthened based on state inbound forecasts, with high growth expected in key markets such as China, India and Southeast Asia. The recovery of Victoria’s international overnight visitor market is anticipated to be stronger than Australia’s overall. This is due to the state’s unique market mix of visitors which has a strong growth profile, including large shares of Chinese and Indian visitors.</p>



<sup>11</sup> Tourism Forecasts for Victoria, Department of Jobs, Skills, Industry and Regions ([https://tourism.vic.gov.au/\\_data/assets/pdf\\_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf](https://tourism.vic.gov.au/_data/assets/pdf_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf))

<sup>12</sup> Ibid

## Visitor Servicing Overview

City of Ballarat, like many councils around Australia, is primarily responsible for providing the physical bricks-and-mortar information centre for the city, in addition to offering other tangible elements of visitor servicing (such as signage) as well as some elements of digital marketing.

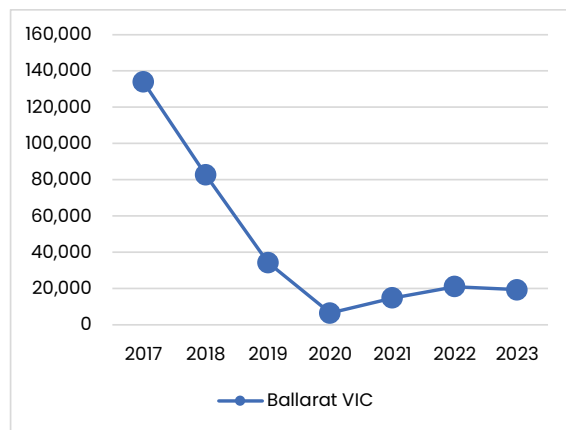
### Visitor Information Centres

The City of Ballarat has one VIC situated in Ballarat CBD (see Table 10). The VIC is accredited. Figure 12 provides a summary of visitation to the VIC over the last seven years.

Table 10: About the VIC

Location
<p><b>Ballarat Information Centre</b>                      Town Hall, 225 Sturt St, Ballarat Central VIC 3350</p> <p>Open Monday – Friday 8.30 am – 5 pm, Saturday – Sunday 10 am – 4 pm</p>

Figure 12: Visitation to VIC, 2017 – 2023<sup>13</sup>



Note: Methodology of VIC visitation statistic changed in 2019 (Prior to 2019 a door counter recorded visitation).

## Digital Content

### Websites

The City has its own destination website, Visit Ballarat (see Figure 13)<sup>14</sup> which is managed by TMV or the City of Ballarat. Tourism operator listings on the website are extracted from the Australian Tourism Data Warehouse (ATDW).

The website is highly attractive and curated and also profiles other destinations in the Tourism Midwest region.

Figure 13: Visit Ballarat website



<sup>13</sup> Provided by Council

<sup>14</sup> <https://www.visitballarat.com.au/>

### Social Media

Social media accounts on Facebook and Instagram are currently owned and managed by TMV (see Table 11). The content is typically highly crafted and generated around what’s on, current events, seasons, and media coverage.

TMV manage an extensive number of social media platforms Facebook, Instagram, TikTok, Pinterest and YouTube.

### Signage and Wayfinding

Wayfinding (directional) and interpretive signage are varied across the City and this fragmentation was noted by stakeholders.

Wayfinding for tourism attractions i.e. brown & white directional road signs, are approved and managed by Vic Roads.

A recommendation of the SDMP is to undertake a region-wide signage audit to ensure that a cohesive approach to tourism signage (direction and interpretive) is applied throughout the Midwest region.

### Printed Collateral

There are two pieces of official printed collateral produced by TMV to promote Ballarat (and its surrounds). These include the Ballarat Magazine (Figure 14) and a map of Ballarat CBD and its surrounds (Figure 15).

Figure 14: Ballarat Magazine



Figure 15: Official Visit Ballarat Map



Table 11: Social Media Summary

Platform	Name	Engagement (Followers/Likes)	Posting Schedule
Facebook	Visit Ballarat	73K likes	Daily
		74K followers	
Instagram	@visitballarat	27.5K followers	Every 2 – 3 days
TikTok	visitballarat	2321 Followers	Every 4 – 7 days
		9808 Likes	
YouTube	@visitballarat1803	309 subscribers	Sporadically
Pinterest	@visitballarat	212 followers	n/a
		2.1k monthly views	



# Part 3: Who are our audience segments?

## Our community and the visiting friends and visiting relatives market

The City of Ballarat community holds the key to attracting the visiting friends and relatives (VFR) market. As hosts and trusted referrers, local residents have the greatest influence on how long their visitors choose to stay and how they spend their time and money. The VFR market is a significant market for the region, comprising 35% of all travel to Midwest Victoria<sup>15</sup>. Visiting a friend or relative is the second most common motivator for travel, after leisure-based travel.

To ensure the best possible experience for the VFR market, it is important the community takes pride in their region, is satisfied with the pace and level of tourism development and understands the range of products and experiences on offer.

Research into community hosts and the visiting friends and relatives market was undertaken in 2022, and while its sample was Ballarat residents, many of the findings are pertinent to the broader region. These have been outlined below:

Table 12: Visiting friends and relatives host and visiting friends and relatives market characteristics



### VFR hosts

- VFR hosts play a highly influential role in the destinations visited and the activities undertaken by the VFR market. Given the role of hosts, opportunities exist to market to local communities that influence visitor activities.
- Mature hosts are more at ease with centring a visit around their home. There's an expectation that visitors are motivated by seeing 'me' and thus welcoming them in-home is tied to being a good host. By contrast, younger people are more likely to feel visitors want to make more of their visit and that sitting at home may feel too intensely personal.
- Those with visitors coming from further afield/longer-term/less frequently are more focused on making a special effort. Hosts are compelled to 'impress' visitors by doing something out of the ordinary.
- High volume hosts (those who hosted >10 visitors in the past year) tend to be more socially outgoing. By contrast, some less outgoing hosts may find it more challenging to know where to take visitors (e.g. for dinner/drinks).
- VFR travel drives dispersion and spending – it encourages the VFR host market to try something new.
- A major motivator of visitation for the VFR market is events, with VFR hosts nearly always the instigator of events-based travel (e.g. not the visitor finding the event and inviting the host).
- VFR hosts are often more adventurous in their city because of their visitors (e.g. being pushed to do something different).



### VFR

- Those visiting family:
  - Tend to be older people.
  - Tend to be friends and family groups travelling with children.
  - Spend more nights staying in the homes of relatives or friends.
  - Are more likely to go shopping and spend money on transport, souvenirs and gifts.
- Those visiting friends:
  - Tend to be younger.
  - Spend more nights in commercial accommodation.
  - Tend to travel alone or in groups without children.
  - Tend to spend more on food and drinks, and at pubs and nightclubs.
- There is an increasing trend towards VFRs using commercial accommodation. People are going away on trips less often and want to make their break as stress-free and independent as possible while still enjoying social connections.
- VFR visitors tend to come without a plan (and this appears to be more common in Ballarat than other destinations).
- Being a large centre, local knowledge is felt to be particularly valued in Ballarat. It's not always obvious what to do in the region compared to other destinations.

<sup>15</sup> Based on a 10-year average, September YE (2014 – 2023)

## Our visitors

### Our audiences – a summary

We ask visitors to leave their preconceptions behind and open themselves up to all the region has to offer.

Midwest Victoria's, and the City of Ballarat's, target audience segments are explained in Table 13 below.

Table 13: Midwest Victoria's target audience segments



#### Regional Fledglings

##### Profile:

- Make more frequent day and short overnight trips than other segments.
- More likely to consider Ballarat in scope for a day trip (if metro-based).
- Are flexible to consider and convert to visiting Ballarat (as well as other destinations).
- Young singles and couples or may travel as groups of friends.
- Metro-based and urbanised tastes.
- Follow emerging trends, not their parents' example.

##### What the market wants:

- Explore though visitor-oriented producers, events/festivals, and local operators.
- Food and wine focus and have the budget to support it.
- Lighter touch in the outdoors, may camp or bushwalk but it's principally a social endeavour.
- By far, the most compelling expression of Ballarat is as a short weekend getaway with a full and interesting itinerary.
- Travel often, but typically on short weekend breaks or day trips.
- Emphasis on Airbnb-type accommodation.
- Trips are commonly based around a half-day hike/bushwalk.
- Modern dining, wineries, craft beer, music events/festivals, novelty and intrigue.



#### Mature Tastes

##### Profile:

- More often mature (40+) no kids, kids no longer dependent or kids left home.
- Relaxed budget, though not necessarily high spend.
- Overnight travellers, typically couples but sometimes with friends.

##### What the market wants:

- Value taking it easy and relaxing over a packed itinerary.
- Self-identify as a foodie, make planned dining arrangements and seek out produce.
- Visitation is centred around townships, not nature.
- Schedule a handful of overnight trips per year, tending to be preplanned rather than spontaneous.
- More likely to be led by a female decision-maker.
- Modern food and wine offerings (but in the comfort zone).
- Spending time in picturesque settings (but limited proactive engagement e.g. galleries).
- Higher-end accommodation and booked dining are a must-have starting point. Mature Tastes may look to operators (who specialise in their demographic) to suggest an itinerary.
- More than any other segment, Mature Tastes feel they know the destination and it's essential to inform them that there's more to Ballarat than just the main street.





### Active Regional Explorers

#### Profile:

- Skew younger, often at the family life stage.
- Metro Melbourne suburbs.
- Educated, curious and enthusiastic.
- Engaged across channels, travel extensively and widely, and participate in a broad range of activities.
- Spend the most per night and spend more nights away than any other segment.
- They are also the most likely to consider and convert to visiting Ballarat (as well as other destinations).

#### What the market wants:

- Seek out enriching experiences; aspire to more than just 'relaxation'.
- Don't conform to one trip 'type', they arrange different itineraries to suit different needs.
- Take weekend and extended trips, typically touring to cover more than one activity.
- Above average spend, prioritise recreation in their household budget. Can include VFR spend.
- Engage in one or more outdoor pursuits, often cycling, fishing, or getting into National Parks.
- When they travel, they like to stay active and the majority like to experience the local culture and see nature.



### Family Heartland

#### Profile:

- Aged 30-49, with one or more kids under 16.
- A mix of metro and regional audiences.
- High household income and spending (a marker of life stage, not luxury).

#### What the market wants:

- Busy working parents, balancing multiple commitments, seeking a break.
- Conceptualise travel as a 'holiday', which is arranged and looked forward to in advance.
- Expect kids' activities - conventional child-oriented fun.
- May travel with other families; prioritise kids hanging out with other kids.
- Self-contained accommodation, including managed camping and holiday parks.
- Tend toward regional centres and larger townships 'with more to do'.
- Looking for days out, attractions and traditional family fun.
- Side trip into nature or national parks, but not the focus.
- Separate 'art' from 'culture'. Particularly among this segment, 'art' is actively off-putting. Its presence in the mix inhibits Ballarat from conveying a compelling cultural proposition.
- Promote the holiday vibe. Family Heartland need to believe that other families like theirs are having a great time in the region and they'll likewise feel entertained. Family fun-oriented accommodation will be core to this e.g. with a pool/jumping pillow).



### Domestic Culturally and Linguistically Diverse (CALD) visitors

#### Profile:

- Reflects the large culturally diverse communities living in greater Melbourne.

#### What the market wants:

- Keen to explore culture and nature but with social connections to local similar community groups (e.g. VFR and social groups).
- They may try a variety of niche products and are not yet focussed on one specific niche area, such as wine tourism.
- Trips are generally short and aligned to weekends or public holidays along with culturally significant periods such as Lunar New Year or international visitation patterns.
- Word-of-mouth and social media feedback from others in the same cultural group is often a major motivator for encouraging regional visits (this includes where to go, how long to stay and where to access food).
- They will often find top tourist locations to visit from online websites and niche social media platforms that rank where best to go and what to do.
- Preference for family-friendly and ticketed visitor attractions rather than off-the-beaten path experiences, remote nature walks or unstructured travel.
- Different cultures vary in their degree of flexibility and spontaneity when planning a trip, and this may often come down to the size and composition of the travel party and how familiar a local host is with the destination.
- Getting fresh air and scenery are must-haves when leaving the city.
- They seek highly accessible nature where the car park/footpaths are all within proximity for day use.
- Sitting in formalised nature (lakeside picnic sites and botanical gardens) is sought-after.
- Stopping to look at scenery and visiting easily accessible lookouts is desirable.
- Marketing to specific CALD audience segments requires a tailored approach that takes into account their unique information gathering and product preferences, acknowledging there is significant diversity within these communities and between cultural groups.



### International high value travellers

#### Profile:

- Victoria's key international markets for demand-driving marketing activity are High Value Travellers (HVTs). HVTs are empowered and increasingly knowledgeable about the world around them.
- HVTs can be leisure tourists, working-holiday makers, visiting friends and relatives, or business travellers.
- In focusing on these key target markets, we aim to attract key groups that will deliver high yields and benefit the region.

#### What the market wants:

- They want to experience everything from the local cuisine to natural surroundings.
- HVTs view knowledge about a destination as fundamental to an enriching travel experience.
- HVTs prefer authentic holidays where they experience the local culture and everyday life, including authentic First Peoples' cultural experiences.
- They will pay for quality experiences, especially if these are unique and able to be visited as part of a smaller group.
- They want to visit iconic sites and have meaningful experiences, whether via guided tours or self-guided.
- Overnight visitors need quality accommodation options or they visit as day trippers.



# Part 4: What will our future look like?

## Our vision, aspiration and values

The following aligns directly with the vision, aspirations and values developed for the Tourism Midwest Victoria Sustainable Destination Management Plan and is localised to the City of Ballarat for this LAAP.

### Our vision

In the best possible way, this region is never what you expect. Here, the past, present, tradition, and creativity collide in positively unexpected and harmonious ways to create a distinct cultural offering and offbeat charm that leaves visitors beguiled and entertained in equal measure.

### Our values

- We will support sustainable tourism growth.
- We will create our future by leaning into our past and our present.
- We will embrace the contrast of our region and own it, without judgement or fear.
- We will champion creative agitation, inspiration, and ideas for change to advance our region's reputation as a destination.
- We will promote collaboration and inclusivity, and encourage the respectful exchange of ideas

Table 14: Our values explained

1	<p><b>We will support sustainable tourism growth.</b></p> <p>We are dedicated to establishing a sustainable and thriving future for our community by fostering responsible tourism growth and mindful development practices.</p>
2	<p><b>We will create our future by leaning into our past and our present.</b></p> <p>By understanding and respecting our unique heritage, culture and characteristics, we aim to create a future that both preserves and builds upon the essence that defines Victoria's Midwest.</p>
3	<p><b>We will embrace and own the contrast of our region.</b></p> <p>We are committed to acknowledging and celebrating the diverse and distinctive elements of Midwest Victoria. We will embrace these unique contrasts, whether they be cultural, geographical or experiential, without passing judgement or yielding to fear of differences.</p>
4	<p><b>We will champion creative agitation, inspiration and ideas for change to advance our region's reputation as a destination.</b></p> <p>We are committed to creativity, forward-thinking strategies and embracing our differences to grow the region's profile. We adopt a proactive and dynamic approach, acknowledging that positive change often arises from creative thinking and a willingness to challenge the status quo.</p>
5	<p><b>We will promote collaboration and inclusivity and encourage the respectful exchange of ideas.</b></p> <p>We recognise that the success of our visitor economy is inherently linked to the collaborative efforts of our various stakeholders, including First Peoples' organisations, local communities, businesses, government entities and visitors.</p>

## Our success targets

Stakeholders within the City of Ballarat and broader TMV region are dedicated to realising the full benefit of the visitor economy. This extends far beyond traditional economic measurements such as visitor volume and yield.

To measure our success, a series of targets have been developed across the categories of economy, industry, community, culture and environment.







Some of these targets can be more easily measured than others. Those targets that measure the value of visitor

economy using established metrics are indicated in Table 15. These targets are benchmarked and forecast based on third-party datasets such as Tourism Research Australia's National Visitor Survey (NVS) and International Visitor Survey (IVS).

There are also a variety of targets that are not so easily measured but which we will strive to achieve as a destination (these are summarised in Table 16. These targets will require the development of some new indicators that will be resourced, activated and reported on going forward.

## Measuring the value of the visitor economy

Table 15: Our success targets (measuring the value of the visitor economy)

	Measure	Target Type	Source/Benchmark	Current (2023)	Goal (2033)
Tier 1 Targets		Visitation	Visitor numbers to the City (day and overnight, domestic and international) as per the NVS & IVS.	2.9m	4.1m
		Visitor spend	Spend by visitors in the City as per the NVS & IVS.	\$577m	\$1.13b
Tier 2 Targets		Ratio of overnight to day visitors	Number of overnight to day visitors as per the NVS & IVS data.	0.39	0.44
		Average length of stay	Visitor nights data divided by visitation data collected from the NVS & IVS	2.0	2.4
		Spend per visitor	Total visitor spend data divided by total visitation data captured from the NVS & IVS	\$201	\$276
		Employment	Tourism employment data from Remplan and Economy ID (sourced from Tourism Satellite account)	2,294	2,523

## What we strive for

Table 16: Our success targets (what we strive for)

Target	Target type
 Growth in First Peoples' tourism product and business representation	Culture
 An increase in the number of businesses with sustainability accreditation	Environment
 Growth in community support (social license) for the visitor economy	Community
 Increase in the number of businesses who have completed the Quality Tourism Framework Accessible Tourism module	Industry
 Growth in industry financial contributions to regional marketing	Industry, Economy
 Increase in the number of tourism businesses listed on the Australian Tourism Data Warehouse (ATDW)	Industry
 Growth in industry participation in TMV upskilling opportunities	Industry

## Our direction and focus areas

### What will we be known for?

Midwest Victoria and its various LGAs will be known for consistently providing an exceptional and brilliantly unexpected experience. We will do this by delivering products across five curated product pillars that support and amplify this positioning.

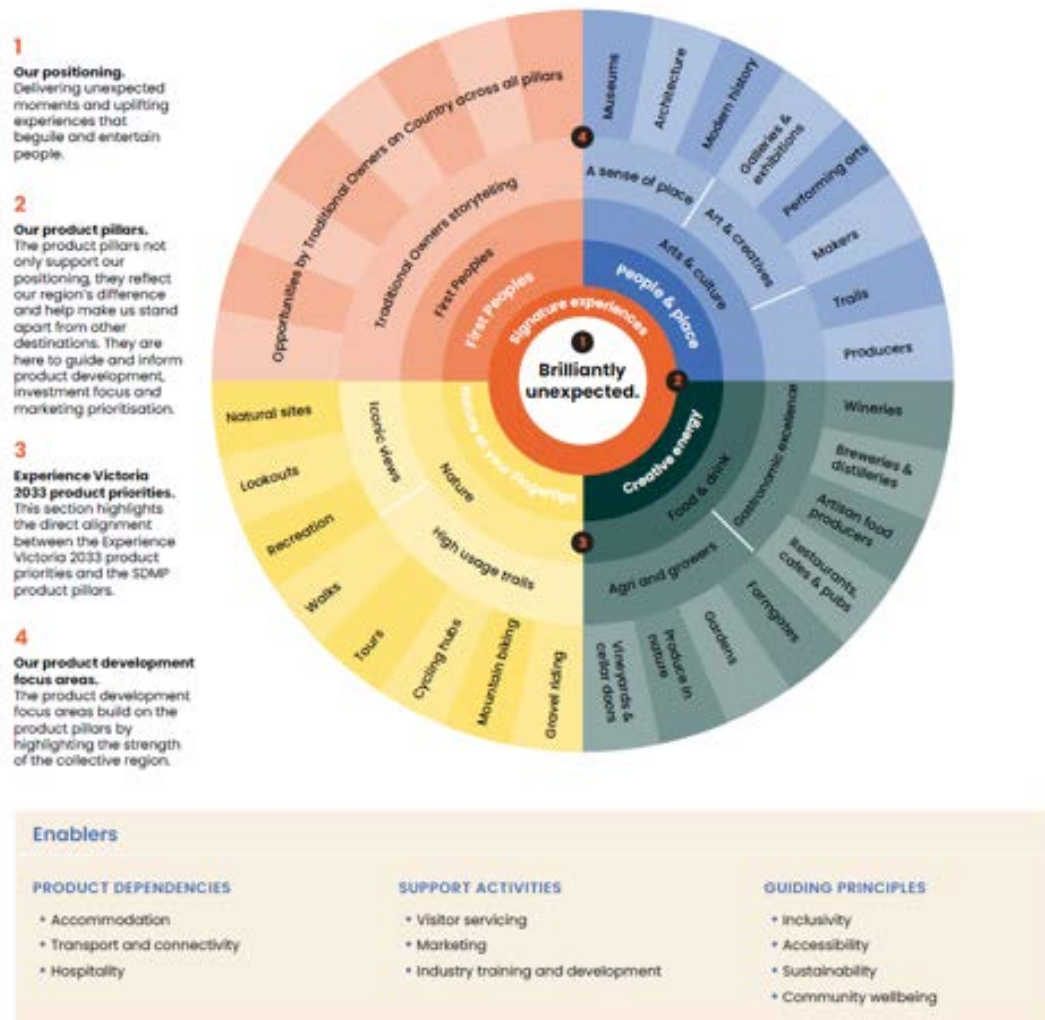
Figure 16 encapsulates the direction for the region that has emerged through the SDMP and LAAP planning processes.

This serves as a pivotal reference to ensure alignment across the region and guide forthcoming initiatives across planning, marketing and product development.

The strengths of the City lies in its strong cultural and heritage focus, its food and drink offering, its creatives and the supporting tourism infrastructure it offers as a major regional city.

The City's tourism product aligns well with three of the State Government's tourism product pillars of nature attractions, arts and culture and food and drink.

Figure 16: Our direction and focus areas



## Positioning<sup>16</sup>

Time-made and ever-changing; the Midwest Victoria region is a *Brilliantly Unexpected* blend of culture, history and creativity.

## Product pillars

Our product pillars not only support our proposition, they reflect our region's differences and help make us stand apart from other destinations. Our product pillars are here to guide and inform product development, investment focus and marketing prioritisation.

### Signature experiences

Signature experiences are those that are unique to Midwest Victoria and Ballarat and deliver those *Brilliantly Unexpected* experiences the region wants to be known for. These experiences enhance and nurture the region's cultural, artistic and events landscape to further cement our reputation as a dynamic and contemporary destination.

### First Peoples Culture

These products and experiences acknowledge, celebrate and elevate First Peoples' participation, history and culture (past and present). They uplift First Peoples' stories and leverage First Peoples' involvement to add value and depth to our visitor economy.

Two First Peoples groups have Country across the City of Ballarat, including:

- Wadawurrung Traditional Owners Aboriginal Corporation
- Dja Dja Wurrung Clans Aboriginal Corporation

Feedback from these Traditional Owners Corporations indicates a desire to find tourism development opportunities to support local employment and to particularly find partnership opportunities in parks for guided tours, storytelling and potential for onsite accommodation and related products etc.

### People and Place

To counter the region's and Ballarat's heavy reputation for 'gold' history, this pillar is designed to tell the entirety of the region's story after settlement — a story woven through its people and enmeshed in place.

<sup>16</sup> In 2023, the City of Ballarat undertook a major piece of strategic work with Melbourne-based brand agency Us+Us to support create an integrated brand identity that established a clear and compelling articulation of our identity, values, and why people should choose our region over other destinations. The strategy and all associated future marketing is intended to reveal Ballarat and its surrounds as a desirable, distinct and multifaceted destination, and to positively reframe how the region is perceived by locals and visitors alike.

Wording from the Ballarat Place Brand Strategic Playbook has been used to shape the SDMP and this LAAP.

### Creative energy

A reflection of our people and what they do best, this pillar showcases the region's creatives, gastronomic innovators, artisan tradespeople, and producers and growers.

Ballarat's diverse range of food and drink wholesalers and retailers, along with the Pyrenees 'wineries and Moorabool's produce growers, highlight the strength of this pillar and the opportunity to continue to expand the range and quality of these experiences.

City of Ballarat will continue to capitalise on its creative energy pillar which underpins diverse businesses and experiences throughout the region.

### Nature at your fingertips

Midwest Victoria and City of Ballarat will capitalise on its highly accessible nature-based experiences including bushwalks, mountain and gravel bike trails, and horse riding.

City of Ballarat has nature-based experiences that are easily accessible and offer the potential for expanded trails and tracks to allow walkers, trail runners, cyclists and riders to undertake nature-based experiences that cut across multiple LGAs throughout the Midwest Victoria region.

### Enablers

The enablers are supporting elements that are important for the development of a sustainable visitor economy. These are not necessarily 'ribbon cutting' development projects but include elements such as industry training, marketing, supporting accommodation and hospitality.

### Product development focus areas

The product development focus areas are more detailed and build on the strengths of the broader region, linked directly to the product pillars.

This positioning and marketing for Ballarat builds on the latest major research studies to position the city as a highly appealing visitor destination with its strong food and drink offering, its range of major cultural and sporting events, and building on the theme of offering *Brilliantly Unexpected* experiences.

Although it would not be the responsibility of TMV to fund a regional positioning exercise for all the LGAs, it is important that effective linkages are made to this new strategic brand identity to support visitor dispersal across the LGAs along with illustrating the complimentary products and experiences which exist across the Midwest to make it a stronger and more cohesive visitor destination.



## Our way of working

The following outlines how we will deliver this Local Area Action Plan and tourism across the areas of sustainability, accessibility, inclusivity, First Peoples' engagement and partnerships, and community wellbeing.

Table 17: Our way of working



### Sustainability

Promoting sustainable practices is an essential outcome of this LAAP. This includes identifying ways to minimise negative impacts on the environment, communities and cultures. For the City, this will include the following:

- Encouraging operators to implement sustainable practices including energy-efficient technologies, waste reduction strategies and measuring carbon emissions.
- Involving local communities in tourism planning and development to ensure that concerns and needs are understood.
- Encouraging wildlife conservation efforts and responsible wildlife viewing.
- Ensuring there is respect for local customs and traditions among visitors and cultural sensitivity. This may require providing cultural education and awareness programs to visitors to promote responsible and respectful behaviour.
- Implementing strategies to manage and limit the number of visitors in sensitive or ecologically important areas (i.e. carrying capacities).
- Developing educational programs for visitors to raise awareness about the environmental, social and cultural impact of their visit. It will also involve providing information on responsible tourism practices and encourage eco-friendly behaviours.
- Encouraging visitors to support local businesses, including locally-owned food and drink providers, makers, creators and retailers. This helps in distributing economic benefits more evenly within the community.
- Encouraging the use of sustainable transportation options, such as public transport, cycling, walking and a potential hop-on, hop-off bus. It also involves supporting eco-friendly initiatives like electric vehicles and offsetting carbon emissions through relevant programs.
- Encouraging operators to apply for recognised sustainability certifications and standards, such as EcoTourism Australia, EarthCheck, or Rainforest Alliance (by way of example only). Certification programs can help verify and communicate a commitment to sustainable practices.
- Encouraging operators to implement effective waste management practices, including recycling and reducing single-use plastics. And encouraging visitors to minimise their waste and educating them on proper disposal methods.
- Encouraging or providing ways for visitors to offset their carbon footprint through contributions to carbon offset programs.
- Regularly monitoring and evaluating the environmental, social and economic impacts of tourism activities through the Sustainable Tourism Indicators Research. It also involves using this data to make informed decisions, adjust strategies and continually improve sustainability efforts.



### Accessibility

Encourage stakeholders (public and private) to offer experiences, facilities and services that are accessible and enjoyable for individuals of all abilities. This may include:

- Investing in accessible infrastructure (e.g. the installation of ramps, elevators, accessible bathrooms and other features);
- Introducing adaptive technologies (such as audio guides, sign language interpretation services and apps with navigation assistance);
- Offering accessible information; and
- Collaborating with advocacy groups.
- This will support the region in becoming a destination of choice for all visitors.



## Inclusivity

Creating more inclusive experiences involves actively addressing the needs and preferences of a diverse range of visitors. This includes (but is not limited to) people with a disability, those from various cultural backgrounds, LGBTQIA+ visitors and older travellers.

Ways in which the City will seek to be an inclusive destination will include:

- Providing a destination that is accessible to people with a disability. This includes education around hidden disabilities, such as recognising the 'Sunflower Lanyard'.
- Providing cultural sensitivity training for industry to enhance their awareness and understanding of diverse cultures, traditions and customs. This will help in providing respectful and inclusive experiences for visitors from various backgrounds.
- Offering information, signage and services in multiple languages to cater to international visitors. Ensuring the visitors we portray in our marketing materials reflect the diversity of our visitors and the community.
- Developing and promoting events and activities that are inclusive and cater to a wide range of interests and abilities (including options for families, seniors, individuals with disabilities, and various cultural backgrounds).
- Consider the implementation of policies that demonstrate inclusivity and respect for LGBTQIA+ visitors.
- Ensuring that facilities and services are inclusive and respectful of diverse gender identities, including encouraging availability of all-gender restrooms.
- Promoting diversity in the City's and region's tourism workforce, so that industry can better understand and meet the needs of a wide range of visitors.



## First Peoples' engagement and partnerships

The region's First Peoples' will guide us to develop and promote tourism experiences that deepen visitor awareness of their living culture and connection to Country. We will ensure this is undertaken at a pace that is acceptable by each First Peoples' group in City of Ballarat, noting that each group has a different priority for tourism development.

We will:

- Support self-determined First Peoples' plans and priorities.
- Partner with First Peoples' to deliver product in the region.
- Maintain engagement and support with First Peoples' across the region.



## Community wellbeing

The growth of the visitor economy can have both positive and negative impacts on community wellbeing. A sustainable tourism approach, as adopted by this LAAP, aims to maximise the positive contributions while minimising any adverse effects. We will seek to enhance community wellbeing through the following:

- Consistent and ongoing engagement - An engaged community actively participates in and benefits from tourism. Inclusive decision-making processes, local input in tourism planning and opportunities for community members to share their knowledge and traditions contribute to community wellbeing. This LAAP ensures there is engagement with the community at a local and regional level on an ongoing basis.
- Preservation of culture - There needs to be a focus on the preservation and promotion of local cultures, traditions and heritage. Tourism should respect and celebrate the cultural identity of the community. First Peoples must be consulted in relation to any initiatives pertaining to their community, traditional knowledge and living culture.
- Support infrastructure development - Well-planned tourism development can lead to improved infrastructure that benefits both residents and visitors. This includes better roads, public spaces, healthcare facilities and utilities, enhancing the overall wellbeing of the community. There are several supporting infrastructure projects in the pipeline for the region (and some currently underway) that should be linked to the tourism sector and actively promoted as such.
- Education and awareness - Community wellbeing is enhanced when residents are educated about the benefits and challenges of tourism. An awareness program is required in the region to help residents understand the importance of the sector and sustainable tourism practices.



# Part 5: Our action plan

## Priority local projects

While the SDMP focuses on regional-level initiatives, this LAAP concentrates on those that are within the City or that fall across the broader Tourism Midwest Victoria region and will require local input for their implementation.

During the LAAP process, a wide variety of initiatives were identified for the City. These projects have been identified, workshopped, and discussed with key stakeholders. Once these projects are underway, consideration can be given to rolling out additional projects identified.

### Project 1: 4-5-star branded hotel in CBD

A new 4-5 star, larger-scale branded property of approximately 140 rooms in Ballarat CBD would fill a product gap in the marketplace and offer an accommodation option to meet the needs of business and event attendees, conference coordinators etc.

While the CBD does have a few high-quality properties, it does specifically lack a higher-quality and larger-scale internationally branded property to support event attendees, the business sector and larger leisure markets.

Importantly, the branded hotel needs to meet and align with Brilliantly Unexpected positioning of Ballarat. As such, a boutique branded hotel should be considered, such as an Art Series Hotel rather than a standard hotel brand (see Figure 17).

Several potential sites could be considered, and the Council is keen to work with potential developers and investors to ensure an optimum location is found.

Noting that there is also a need for a larger-scale conference/event facility (catering up to potentially 500 pax) this could offer a potential combined facility. A feasibility should be undertaken assessing the merit of a co-located hotel and conference/event facility.

Figure 17: Art Series Hotel precedents<sup>17</sup>



<sup>17</sup> The Cullen, Prahan; and The Chen Art Series Hotel, Box Hill



### Project 2: Lydiard Street Public Realm Revitalisation

One of the grandest Victorian era streetscapes in the country, Lydiard Street connects Ballarat Railway Station with many of city's flagship cultural institutions, restaurants and tourism attractions.

As identified in the Ballarat Visitor Arrival Master Plan, the Lydiard Street Public Realm Revitalisation project will support activation, greenification and illumination of this important thoroughfare, enhancing the arrival experience for pedestrians.

Key project components include the following.

- Increased footpath widths with high-quality finishes, including bluestone and granite paving.
- Dedicated cycle lanes, bike parking and tire pumps.
- Pedestrian lighting, moveable street furniture and planter boxes.
- Smart technology street poles with capacity for Wi-Fi, CCTV, and power supply for market stalls and festivals.
- Façade lighting on key landmarks including the Ballarat Railway Station and Mining Exchange.
- Contemporary pavilions and large-scale public artworks containing innovative and immersive art installations incorporating sound design, light and motion technology.
- New pedestrian crossing on Lydiard St from Art Gallery to Cinema.
- New laneway through Regent Cinema to Armstrong St North.

### Project 3: Develop 2–3 long destination events aligned with destination positioning for Ballarat

Leveraging the success of Ballarat International Foto Biennale, which is held every two years over three months in Ballarat, the potential exists to look to introduce two to three additional major destination events aligned to Ballarat's positioning held over a one-to-three-month period.

Potential themes could include are arts and artisan products, digital art forms and sculpture.

The rationale for holding the events over an extended period is the greater economic benefit that is able to be generated and opportunity for local operators to leverage and package product aligned to the event.

As part of these events, if possible, art should be installed in buildings throughout the city (as is done with the Foto Biennale) and integrated into CBD walking tours.

### Project 4: Ballarat Arts and Cultural Area business case development

A revitalised arts and cultural precinct anchored by key City of Ballarat cultural venues including the Art Gallery of Ballarat and the Ballarat Mining Exchange, creating a vibrant arts hub.

The aim is to create a vibrant arts hub including a contemporary space for exhibition and performance, plus maker spaces. Enhancing this precinct within the Ballarat CBD will benefit both residents and visitors.

Potential components to be investigated as part of the business case include the following.

Potential project components:

- New gallery space for contemporary exhibitions and travelling exhibitions.
- Increased storage to accommodate Ballarat's large collection.
- Maker spaces and arts incubators to develop local artists.
- Enhanced outdoor space for outdoor events and activations.
- Opportunity for private sector investment in food and beverage, retail and visitor accommodation.

### Project 5: Sovereign Hill Gold Pavilion

Development of a new arrival experience at Sovereign Hill, including the delivery of a major new visitor experience. The new arrival precinct will increase capacity to serve Sovereign Hill's forecast visitor growth, enable Sovereign Hill to meet contemporary visitor expectations, increase accessibility and inclusion, and provide a compelling new First Peoples' welcome.

The Gold Pavilion (see Figure 18) will include 880m<sup>2</sup> of collection display space and introduce visitors to the key themes of the Living Museum, the significance of the goldrush and its stories including the Diggings, Chinese Village, Mining technologies, key people and time periods along with how to recognise them, and how to explore, participate and engage.

The Gold Pavilion will house three distinct exhibition spaces. It will also contain an immersive retail experience showcasing products being made on site and regionally, with robust and appropriate collections integrated into the entry and orientation spaces to deliver a fully immersive experience.

Figure 18: The proposed Gold Pavilion



### Project 6: Armstrong Street North as a CBD visitor economy hub/gathering place

Ballarat is becoming increasingly well-known for its food offer, home to three hatted restaurants<sup>18</sup> as well as several other high-quality and diverse restaurants, bars, and cafés.

There were two other locations assessed as the CBD visitor economy hub being the southern side of the Ballarat Railway Station and the arts precinct on Lydiard Street centred on the Ballarat Art Gallery and surrounding heritage buildings. A faster activation Armstrong Street North (Eat Street) is possible.

Armstrong Street North is considered Ballarat's 'Eat Street' (see Figure 19), home to a number of the city's major restaurants and bars including (but not limited to) Hop Temple, Saigon Alley, Eatsy, The Forge, Roy Hammond, Meigas and Grainery Lane.

<sup>18</sup> Underbar, Ragazzone and Mr Jones.

Figure 19: Armstrong Street North, Ballarat



There is a need, however, to elevate the profile of Armstrong Street North as a visitor economy hub and gathering place.

Figure 20 - Figure 22 provide best practice examples of dining precincts and visitor hubs because they offer:

- high-quality streetscape plantings;
- attractive evening lighting;
- outdoor dining;
- wide pavements;
- retractable awnings and/or umbrellas;
- pedestrian passageway between buildings and outdoor tables.

Figure 20: Lygon Street, Melbourne (Outdoor Dining and Street Plantings)



Figure 21: Hastings Street, Noosa (Outdoor Dining & Night Lighting)



Figure 22: Bendigo (Outdoor Dining and Outdoor Activation)



To elevate Armstrong Street North into a true visitor precinct, the following should be investigated. Appendix 7 contains sample schematics for the Armstrong Street North precinct. These include the following.

- Developing a designated area for short-term parking for the collection of takeaways.
- Having part of the street with parallel parking to the curb.
- Integrating a higher level of green landscaping.
- Identifying clever ways blocking off parts of the street to stop the wind funnel effect which occurs at times.
- Installing wider footpaths to allow for more après dining.
- Installing attractive outdoor awnings or similar to encourage outdoor dining.
- Integrating higher quality street furniture.
- Ensuring there is quality and consistent lighting across the street so it becomes far more welcoming.
- Integrating lighting and art installations for surrounding lane ways off Armstrong to link to Lydiard St arts precinct.
- Investigate changing pavement finishes to a more aesthetic finish.
- Investigate implementing traffic calming techniques.
- Investigate the use of hidden bollards which can pop-up to block off parts of the street after 8 pm in summer for food and art-based events (for example).
- Encourage building owners to adopt an improved paint finish (particularly on levels above ground level).
- Investigate ideas to activate levels above ground floors of buildings (e.g., flats, art studios, accommodation etc.).

- Integration of street art as a permanent feature.

### Project 7: National Centre for Photography

The heritage-listed Union Bank building is currently being renovated to house the National Centre for Photography and serve as a hub for the Ballarat International Foto Biennale. This multi-stage project includes galleries, creative residency spaces and a photo lab, as well as accessible restrooms.

### Project 8: Repositioning and marketing Ballarat

Ongoing investment in strategic marketing and communications that elevate Ballarat's positioning and increase awareness among target demographics is vital in continue to position and grow visitor demand.

To effectively stand apart and increase market share, all activity should respond to, and evolve with, consumer trends, data and research.

## Priority local project action plan

Table 18 provides the plan for actioning the various priority projects in this LAAP. The actions are non-exhaustive and will continually need to be updated and refreshed over time. Importantly, these local priority LAAP projects have been determined based on input into the SDMP, local operator feedback, and strategic directions already undertaken by Council into the local visitor economy.

The timeframes included in the action plan reflect the following:

- Short term: 2024 – 2026.
- Medium term: 2026 – 2030.
- Long term: post 2030.

Table 18: Priority project action plan

Project	Recommended actions	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
4-5-star branded hotel in CBD	<ol style="list-style-type: none"> <li>1. Prepare feasibility and business case to identify art series style hotel accommodation opportunities and encourage operators and their investors.</li> <li>2. Investigate opportunities for co-located conference/event facility for up to 500 patrons.</li> <li>3. Prepare investment prospectus for sending to investors.</li> </ol>	Product dependencies	<p>Feasibility is completed to determine viability.</p> <p>If viable, secure preferred site and investors</p>	\$70m	CoB	Short – medium term
Lydiard Street Public Realm Revitalisation	<ol style="list-style-type: none"> <li>1. Seek funding</li> <li>2. Complete Detailed design and engineering</li> <li>3. Undertake works in 3 Stages: <ul style="list-style-type: none"> <li>• Stage 1 –Lydiard St N (between Mair St and Sturt Street) – Stage One will focus on the core segment of Lydiard Street North with key tourism product and the location of the future Ballarat Arts and Culture Area (BACA) including the Ballarat Art Gallery, the Mining Exchange, and Regent Cinemas.</li> <li>• Stage 2 –Lydiard St N (between Doveton Cres and Mair St)</li> <li>• Stage 3 – Lydiard St S (between Sturt St and Federation University SMB Campus)</li> </ul> </li> </ol>	Product dependencies	Lydiard Street is activated and a pedestrian friendly thoroughfare,	\$25.7m to \$28.2m	CoB, VicRoads, Regent Cinemas	Medium term



Project	Recommended actions	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
Develop 2-3 long destination events aligned with destination positioning for Ballarat	<ol style="list-style-type: none"> <li>1. Introduce 2-3 events that run for approximately one month that could possibly be centred on the themes of rare arts and artisan products, digital art forms and sculpture</li> <li>2. As part of the events, look to integrate art into buildings throughout the city and integrate into CBD walking tours</li> <li>3. Promote alignment with Brilliantly Unexpected regional positioning</li> </ol>	Signature experiences, People and place, Creative energy	New destination events are developed and patronage grows.	\$750k (\$250k per event)	TMV, arts and cultural community	Short term
Ballarat Arts and Cultural Area (BACA) business case development	<ol style="list-style-type: none"> <li>1. Undertake business case in close consultation with community and stakeholders investigating new gallery space exhibitions; increased storage space; makers spaces and arts incubators; enhanced outdoor space; and spaces for private sector investment in food and beverage, retail and visitor accommodation.</li> </ol>	Signature experiences, People and place, Creative energy	Business case is completed for BACA.	\$400k - \$600k for business case >\$100m for development of BACA	CoB, Art Gallery of Ballarat, Federation University, Creative Victoria, and State Government	Medium term
Sovereign Hill Gold Pavilion	<ol style="list-style-type: none"> <li>1. Advocate for the delivery of funding to develop the Gold Pavilion stage of Sovereign Hill's Masterplan</li> </ol>	Signature experiences, People and place, Creative energy	Funding is delivered and the Gold Pavilion is developed.	-	CoB, TMV, Sovereign Hill	Short term
Armstrong Street North as a CBD visitor economy hub/gathering place	<ol style="list-style-type: none"> <li>1. Investigate options for street enhancements for Armstrong Street North to support traffic calming, parallel parking, wider footpaths, improved lighting, and night-time economy activation.</li> <li>2. Work with building owners and operators to develop and implement an improvement scheme for the public realm and the façade of buildings.</li> <li>3. Develop a public-private partnership for development with Council and building owners and operators.</li> <li>4. Promote the area as a gathering place for the visitor economy.</li> </ol>	Product dependencies	Options are investigated for Eat Street enhancements and, once implemented, vibrancy of the precinct grows.	\$1.1m from Council \$300k from building/business owners	CoB, building/business owners, TMV	Short - medium term

Project	Recommended actions	Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
National Centre for Photography	<ol style="list-style-type: none"> <li>1. Continue to support the timely completion of the renovation of the Union Bank Building</li> <li>2. To support the introduction of residency program and other planned initiatives</li> </ol>	Signature experiences, People and place, Creative energy	The National Centre for Photography is developed	\$6-7m	Ballarat International Foto Biennale	Short – medium term
Repositioning and marketing Ballarat	<ol style="list-style-type: none"> <li>1. Implement the City of Ballarat’s new destination branding</li> <li>2. Continue to undertake consumer trend, data and research to support growth in market share</li> </ol>	Support activities	Destination brand is rolled out, destination awareness grows and consumer research is undertaken on an ongoing basis.	Ongoing annual recurrent marketing budget	CoB	Short – medium term



## Regional projects identified in the SDMP requiring local input

There are several projects identified in the regional SDMP that will require local input to activate or support them. These projects are included in Table 19 and align directly with the SDMP.

The timeframes included in the action plan reflect the following:

- Short term: 2024 – 2026.
- Medium term: 2026 – 2030.
- Long term: post 2030.

TMV and the Local Government Areas of the region will need to agree on an equitable formula for funding the various regional SDMP projects which benefit all of the shires within the region. Consideration could be given to a per capita model to reflect the wide-ranging population/rate payer base of the various shires within the Midwest region. There may also be other models which already exist and which apply to other industry sectors of the regional economy.

As all of the five councils that are fully or partially within the Midwest region are beneficiaries of the various SDMP regional projects identified, it is important that they share the costs and benefits expected to occur.

Table 19: Regional projects identified in the SDMP requiring local input

# No.	Sub-theme	Recommended actions	TMV Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
1.1	Advocacy	<ol style="list-style-type: none"> <li>1. Develop a SDMP Advocacy actions with stakeholder identification, advocacy principles and advocacy priorities</li> <li>2. Coordinate advocacy via TMV</li> </ol>	Support activities	The SDMP is activated, reviewed and managed.	-	TMV, All LGAs	Short term
1.3	Crisis management	<ol style="list-style-type: none"> <li>1. Develop a TMV Crisis Management Plan</li> <li>2. Provide industry with access to resilient ready/crisis preparedness programs.</li> </ol>	Guiding principles	<p>Plans are activated to appropriately respond to emergency, crisis and climate-related events.</p> <p>The industry is prepared and has mitigation strategies in place.</p>	\$25k	TMV, All LGAs	Annually
1.4	Funding	<ol style="list-style-type: none"> <li>1. Develop a Grants and Funding Strategy</li> <li>2. Match priority projects to grant funding schemes</li> <li>3. Determine specific project leads for grant applications</li> </ol>	Support activities	External funding is secured for Priority Projects identified in the SDMP Action Plan.	\$50k	TMV, All LGAs	Short term
1.8	TMV resourcing	<ol style="list-style-type: none"> <li>1. Advocate for TMV centralised tourism model</li> <li>2. Advocate for centralised resourcing</li> </ol>	Support activities	Improved resourcing for tourism is achieved.	\$50k in total (MSC, PSC, HSC, GPSC) \$150k from CoB specifically.	TMV, All LGAs	Short term

# No.	Sub-theme	Recommended actions	TMV Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
2.3	Commitment to sustainability	1. Demonstrate TMV's commitment to sustainability through the development of a Tourism Sustainability Plan (which incorporates sustainability benchmark research)	Guiding principles	Destination stakeholders lead the industry with positive impact policies, initiatives and actions.	\$40k	TMV, All LGAs	Medium – long term
2.7	Visitor servicing	1. Develop a Regional Visitor Servicing Strategy and Action Plan	Support activities	Visitor servicing is aligned across the region and to future trends.	\$50k	TMV, All LGAs	Short term
3.1	Arts, culture and heritage experience trail development	1. Audit and implement an arts, culture and heritage trail connecting various signature products throughout the region	Creative energy, First Peoples', People and place	Signature arts, culture and heritage products throughout the region are better connected and promoted to drive visitor awareness, demand and dispersal.	\$85k	Arts and culture institutions, TMV, All LGAs	Medium – long term
3.2	Food and drink experience development	1. Audit and implement a food trail connecting signature food and drink experiences throughout the region 2. Deliver a regional Agritourism 'Visitor Ready' Program to support new and existing agritourism businesses to become visitor-ready	Creative energy, People and place	Awareness of the region as a high-quality food and drink destination grows, leveraging signature food and drink experiences.	\$100k	TMV, All LGAs, food and drink operators, agri-tourism operators	Medium term
3.4	Nature experience development	1. Complete a tourism opportunities study to identify a signature eco-tourism experience aligned to our positioning 2. Ongoing investment in walking and cycling trails and shared pathways	Nature at your fingertips, Creative energy, Product dependencies	Experiences are developed that align with the Nature at your Fingertips product pillar and assist in delivering our targets.	\$75k	TMV, All LGAs, Parks Victoria	Short – medium term

# No.	Sub-theme	Recommended actions	TMV Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
3.5	Night-time economy	1. Consider a TMV night-time economy plan that identifies intervention concepts for night-time economy precincts, understanding barriers to after-hours activity (including zoning and compliance)	Creative Energy, People and Place	The night-time economy is activated in selected precincts, helping to drive economic growth, enhance cultural and social experiences and create a more dynamic and inclusive community.	\$35k	TMV, All LGAs	Medium term
3.6	Advocacy and support for planning frameworks	1. Undertake a Tourism Planning Zone Study 2. Undertake amendments to planning schemes where required	Support activities, Product dependencies	Barriers to tourism development are more clearly understood and a pathway to resolve these is worked towards.	\$150k	TMV, All LGAs	Medium – long term
3.7	Supporting First Peoples' to pursue self-determined and self-sufficient opportunities	1. Support self-determined First Peoples' plans and priorities 2. Partner with First Peoples to deliver the product in the region 3. Maintain engagement with First Peoples across the region	First Peoples Culture, People and Place	Ongoing relationships built with First Peoples.	-	TMV, All LGAs, Traditional Owners	Medium term
3.8	Unique quality accommodation	1. Conduct a detailed regional accommodation audit including the supply of rooms/bookable units 2. Undertake a detailed Accommodation Opportunities and Investment Study to inform a regional investment prospectus.	Product dependencies, People and place	Appropriately-scaled accommodation that is driving demand for the destination and/or supporting longer visitor stays is developed.	\$45k	TMV, All LGAs	Medium term
4.1	Accessibility	1. Complete a regional accessibility audit 2. Encourage tourism businesses to undertake training in accessibility needs (including how this can enhance revenue, via case study examples) 3. Develop a promotional campaign profiling the region as an accessible community and leisure destination.	Product dependencies, Guiding principles	The region is positioned as one of Victoria's most accessible tourism destinations.	\$50k	TMV, tourism businesses	Ongoing

# No.	Sub-theme	Recommended actions	TMV Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
4.2	Connected public transport	<ol style="list-style-type: none"> <li>Investigate the development of a Hop-On/Hop-Off Transport Shuttle Business Case</li> <li>Advocate for public and private transport connections</li> <li>Undertake electric vehicle industry advocacy</li> </ol>	Product dependencies, Guiding principles	A connected transport network is available, enabling visitors to travel to destinations with or without a private vehicle.	\$65k	TMV, All LGAs, attraction operators	Short - medium term
4.4	Events infrastructure	<ol style="list-style-type: none"> <li>Complete Regional Events Facility and Assets Audit</li> <li>Undertake Regional Business Events Venue Feasibility Study</li> </ol>	Product dependencies	Identification of suitable viable event venues.	\$100k	TMV, All LGAs	Medium - longer term
4.5	Integrated transport planning	<ol style="list-style-type: none"> <li>Influence and provide advice on local government integrated transport plans</li> </ol>	Product dependencies, Guiding principles	More aligned transport planning resulting in visitors being able to get to and around the region without a car or paid tour.	n/a	TMV, All LGAs	Ongoing
4.6	Investment attraction	<ol style="list-style-type: none"> <li>Create a TMV Investment Attraction Strategy and Prospectus</li> <li>Continue major project masterplan and funding advocacy</li> <li>Advocate for increased worker attraction in the region</li> </ol>	Support activities	Private and public sector investment into priority projects identified within this SDMP.	\$85k	TMV, All LGAs	Short term
4.8	Placemaking, public realm, beautification	<ol style="list-style-type: none"> <li>Consider and influence township beautification and activation plans</li> <li>Input into the Lydiard Street Public Realm Revitalisation Project</li> <li>Input into the Laneway Activation Business Case/Master Plan</li> <li>Support the Ballarat Arts and Cultural Precinct Business Case development</li> </ol>	Product dependencies	Visitor satisfaction grows, local communities feel heard and their liveability improves from new visitor infrastructure, capital works and placemaking initiatives.	n/a	TMV, CoB	Medium - long term
4.9	Signage and wayfinding	<ol style="list-style-type: none"> <li>Complete a Regional Wayfinding and Signage Strategy and Framework</li> <li>Implement and complete the Goldfields Gateways Project</li> <li>Incorporate digital storytelling and visitor servicing into new signage and wayfinding projects</li> </ol>	Product dependencies	Visitor and local navigation and interpretation of the region are improved.	\$100k	TMV, All LGAs	Medium term

# No.	Sub-theme	Recommended actions	TMV Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
4.10	Tracks and trails	1. Develop a Regional Tracks and Trails Network Master Plan (inclusive of walking, cycling, horse-riding and high-usage trails)	Product dependencies, Nature at your fingertips	Tracks and trail planning are integrated and coordinated moving forward.	\$80k	TMV, Parks Victoria, All LGAs	Medium term
5.1	Destination-driving events	<ol style="list-style-type: none"> <li>1. Develop a region-wide Tourism Events Strategy</li> <li>2. Promote opportunities for food, produce and beverage events</li> <li>3. Develop a program that promotes local produce and farmers' markets</li> <li>4. Identify arts and culture-based events that can occur across the region. Focus on those that can run for longer periods and activate the night-time economy</li> <li>5. Support literary and cultural events</li> <li>6. Develop a major cycling event</li> <li>7. Ensure sporting events in region maximise contribution to the visitor economy through both comprehensive servicing of participants to enhance length of stay, dispersal and spend of participants, and influence sporting events to maximise brand alignment as appropriate.</li> </ol>	Signature experiences, Creative energy, People and place, Nature at your fingertips	Destination-driving events are growing the profile of Midwest Victoria and delivering on our product pillars.	\$200k	TMV, All LGAs	Medium term

# No.	Sub-theme	Recommended actions	TMV Product pillar or enabler(s)	Key outcomes	Estimated cost	Who	When
6.1	Enhancing capacity to deliver meaningful experiences	<ol style="list-style-type: none"> <li>1. Review and action the Grampians Workforce Development Strategy</li> <li>2. Workforce attraction, desirability of careers in industry and calibre of workforce</li> <li>3. Consider a Workforce Planning Promotional Campaign</li> <li>4. Investigate the development of a food and beverage roster</li> <li>5. Offer annual TMV product development programs</li> </ol>	Support activities	Workforce availability to meet demand and any seasonality changes.	\$100k	LGAs, Industry, State Govt, TMV	Short-medium term





# Part 6: Appendices

## Appendix 1 Survey Findings



### 72 Responses

- A survey was distributed over 5 weeks to the community and industry throughout the Tourism Midwest region.
- The survey received **201** responses in total.
- Ballarat LGA received **72** responses in total (36% of all responses).
- Overall, the sample size for the total Tourism Midwest Region was robust, achieving a 95% confidence level and a 7% margin of error
- The sample size for the Ballarat LGA survey was also robust, achieving a slightly lower confidence level of 90% and a 10% margin of error.

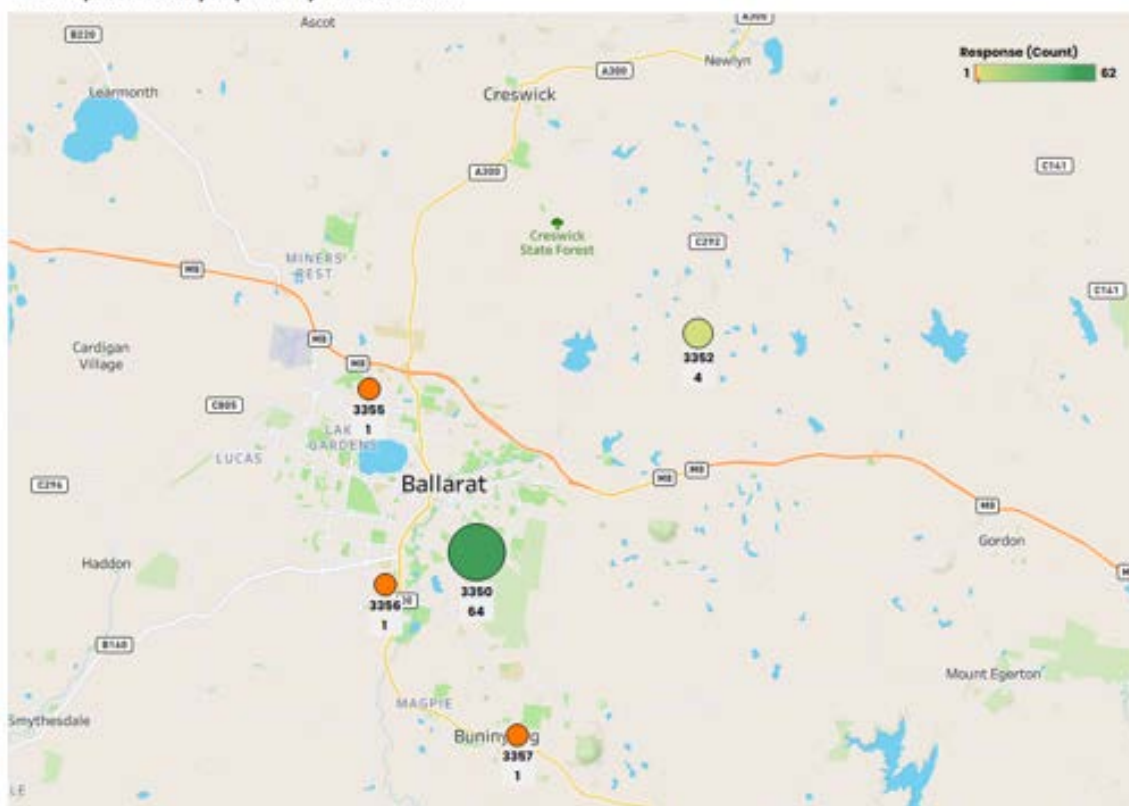
### Question 1

What Council area do you primarily associate with?

### Question 2

- 89% of respondents were from Ballarat City
- Surrounding areas had few respondents
- This reflects where the bulk of businesses are located

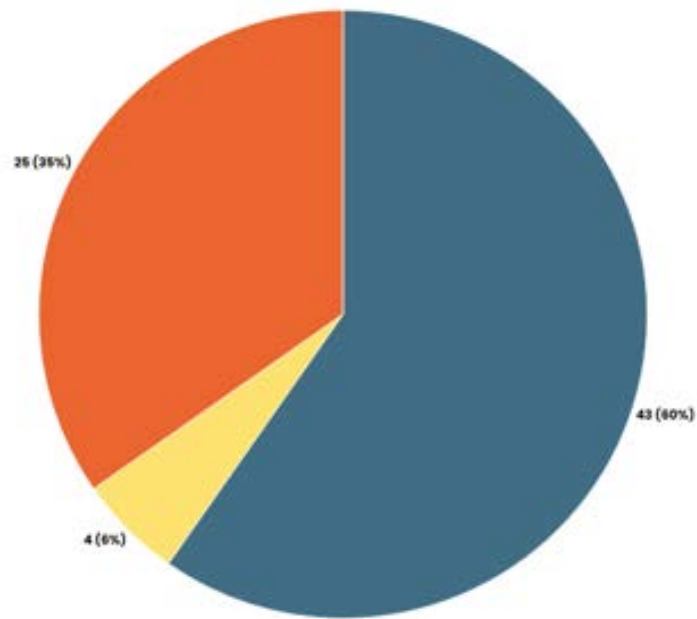
#### 2. What postcode do you primarily associate with?



### Question 3

- A higher % of industry respondents than for the region generally
- Roughly 1/3 are interested community members so a good balance between industry-business respondents (2/3's) and community members

#### 3. In what capacity are you completing this Survey? (City of Ballarat)



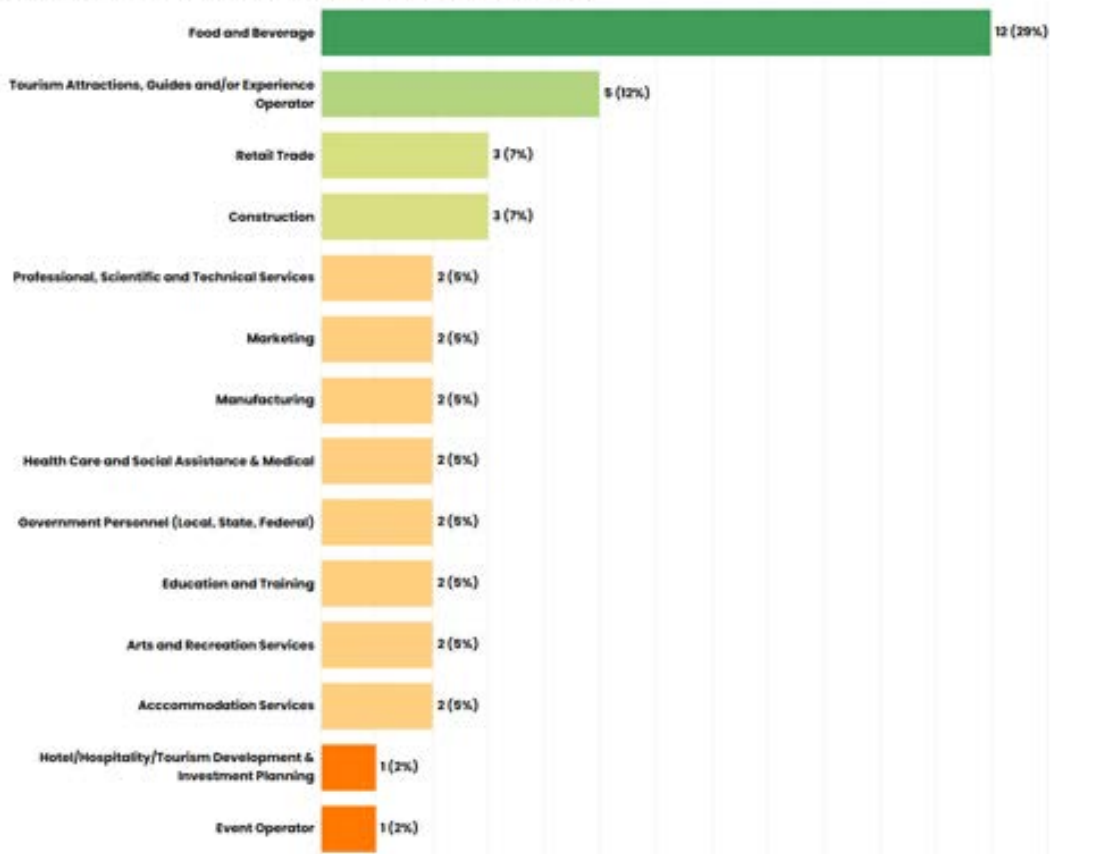
Response

- Business representative (and also as a resident in the region)
- Business representative (but not a resident in the region)
- Interested community member or volunteer

### Question 4

- Nearly 50% were primarily from the tourism sector
- Compared to the regional split, far fewer accommodation operators responded
- A good range of other sectors of the economy responded as well
- Like the regional results, food and beverage operators were the largest group responding

#### 4. What best describes your business/organisation (City of Ballarat)



### Question 5

- Social media and digital marketing dominate as primary promotional sources
- 10% are listed on the Australian Tourism Data Warehouse; could this be increased?
- Only 6% noted promotional partnerships with Tourism Midwest;
- 10% indicated they are using Google Maps to list product
- Overall, the importance of online marketing and promotion can't be emphasized enough.

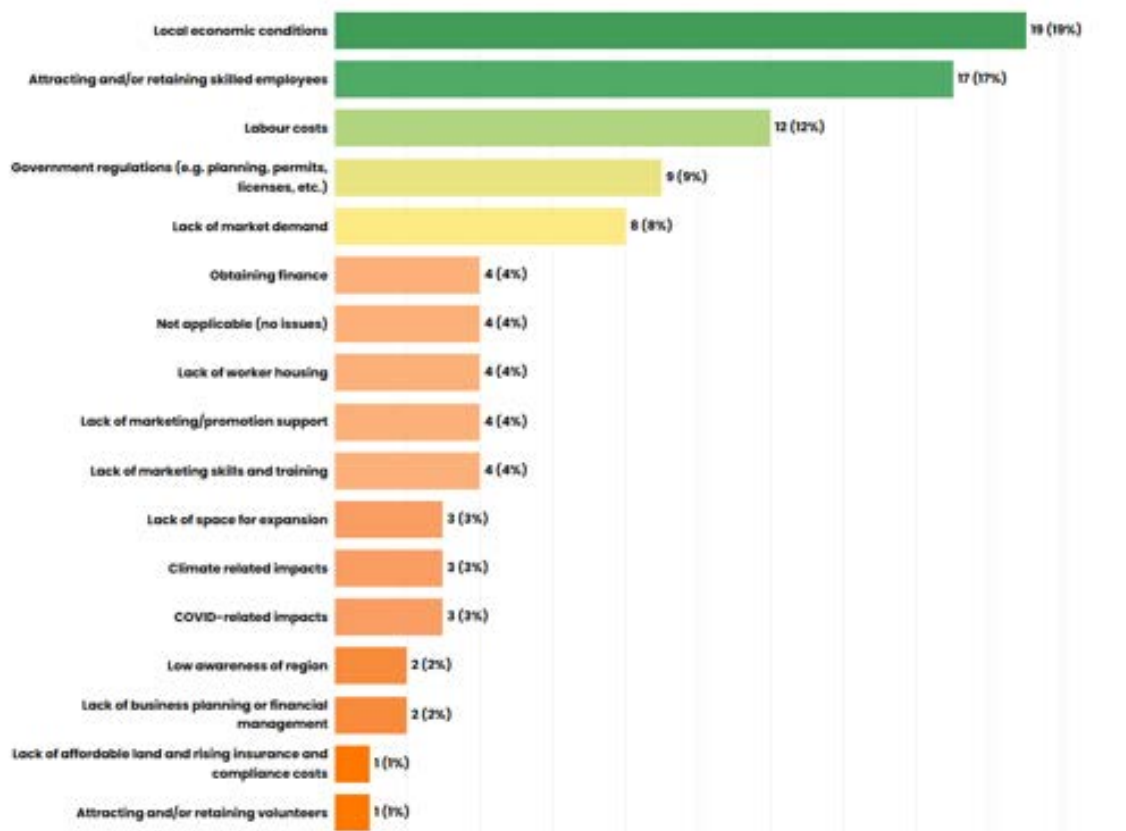
5. How is your business/organisation primarily promoted? Select all that apply.  
(City of Ballarat)



### Question 6

- Major issues mirror the regional prioritisation of these
- Current economic conditions and staffing issues remain the major issues facing industry operators
- Government red tape and compliance requirements are also noted as a major issue. A major area of concern is planning approvals and permits
- Also concern over the lack of market demand for product

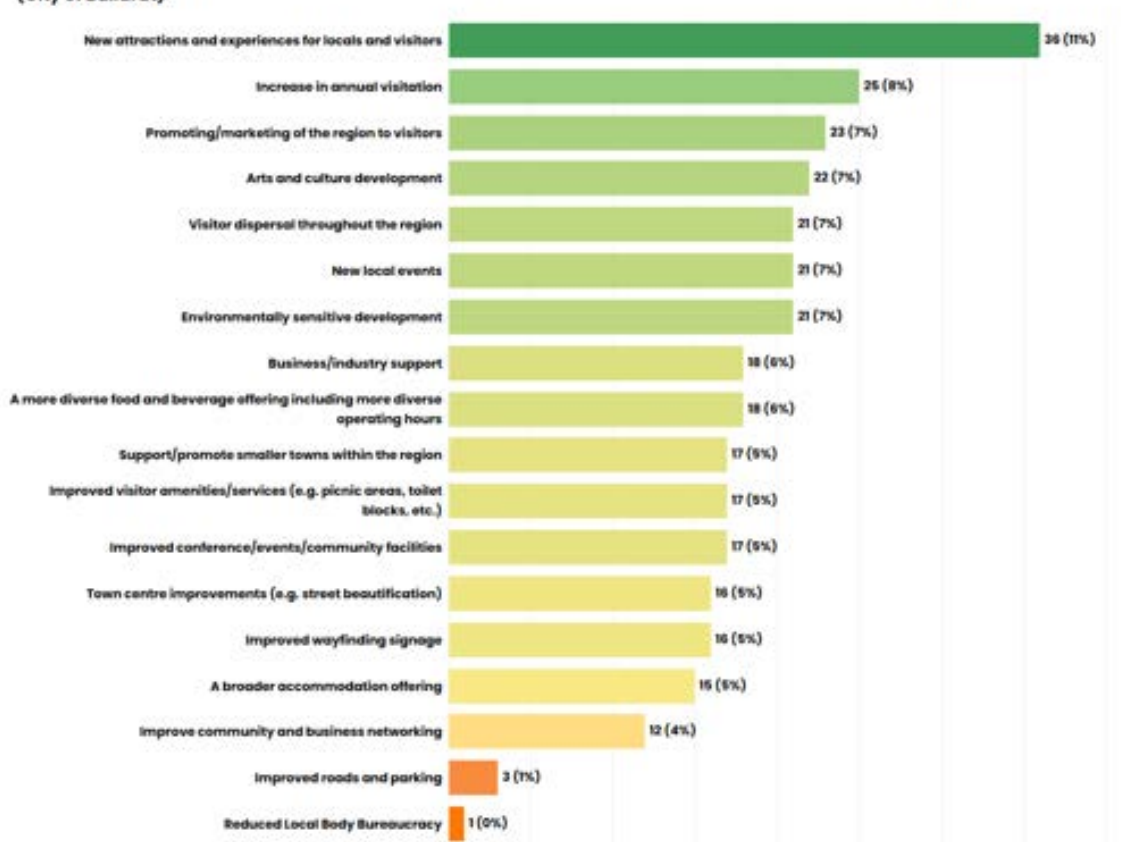
**6. What issues is your business/organisation facing? Select all that apply.**  
(City of Ballarat)



### Question 7

- The need for new attractions and experiences is the major key outcome
- Improvements in annual visitation rates highly
- As does stronger marketing and promotion of the region to strengthen visitor numbers and spend
- Improvement in arts and cultural development required
- A desire for greater visitor dispersal throughout the region
- A desire for more local events
- And a move toward more environmentally sensitive forms of development required

**7. What are the key outcomes that this Destination Management Plan should focus on? Select all that apply. (City of Ballarat)**



### Question 8

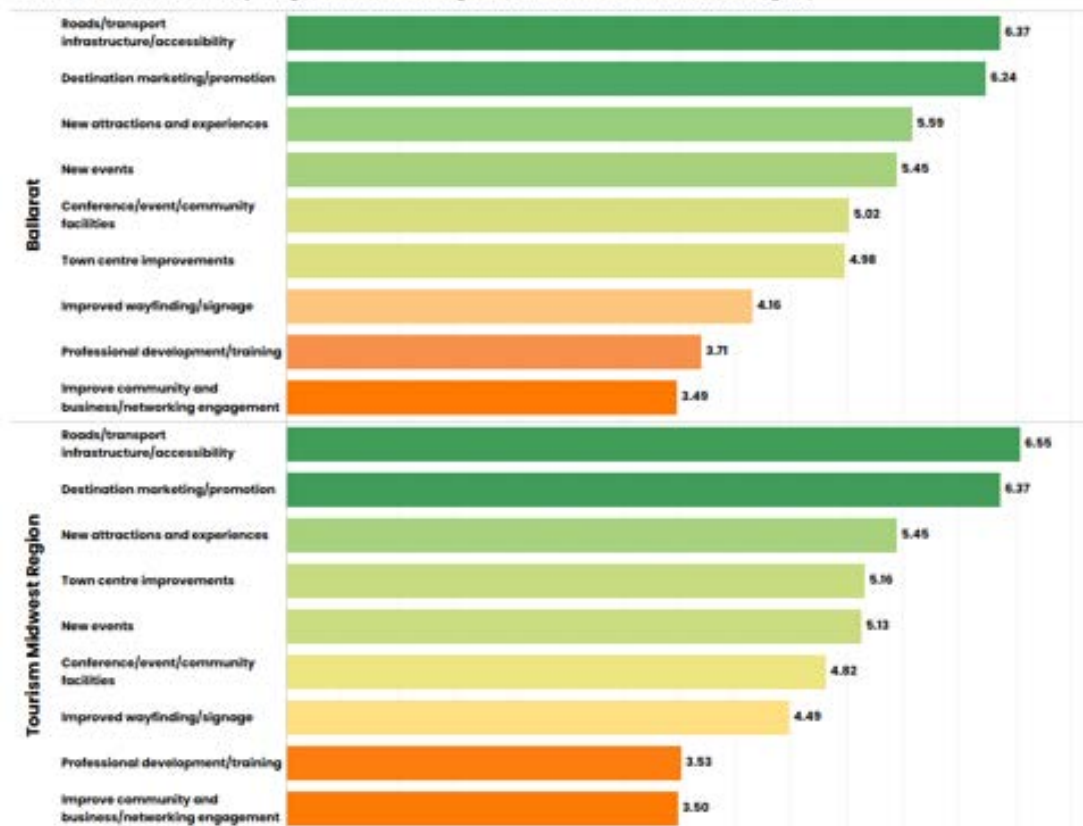
**8. If there was one project that deserved priority over others to improve tourism to the region, please provide details below, including a preferred location (Ballarat)**

- An information centre with easy access coming into town for tourists with plenty of parking including for caravans.
- Assist Ballarat Tramway Museum to better promote activities and events that will attract further tourists to the region. The museum has a brand-new facility in the Botanical Gardens that can host events and functions, it has the only operating restaurant tram and the original Clifton Pugh Art tram that is stored away plus Australia's oldest operating Horse-drawn tram.
- Ballarat Arts and Cultural Precinct - Lydiard Street, Ballarat
- Ballarat CBA and Station Precinct focus
- Improve the Bakery Hill precinct on arrival into Ballarat. The current first impression of the city is very poor. More green space and underground / all-weather car parking is required.
- Extending hours that cafés are open
- Lake Wendouree as a potential location for a new major attraction
- Mountain bike park
- E-bike trail between Ballarat and Creswick

### Question 9

- Roads and transport infrastructure is the highest-rated item needing attention
- Lack of public transport connectivity
- Lack of sufficient destination marketing and promotion
- Need for new attractions and events

9. Please rank the items requiring attention in the region. (Ballarat & Tourism Midwest Region)

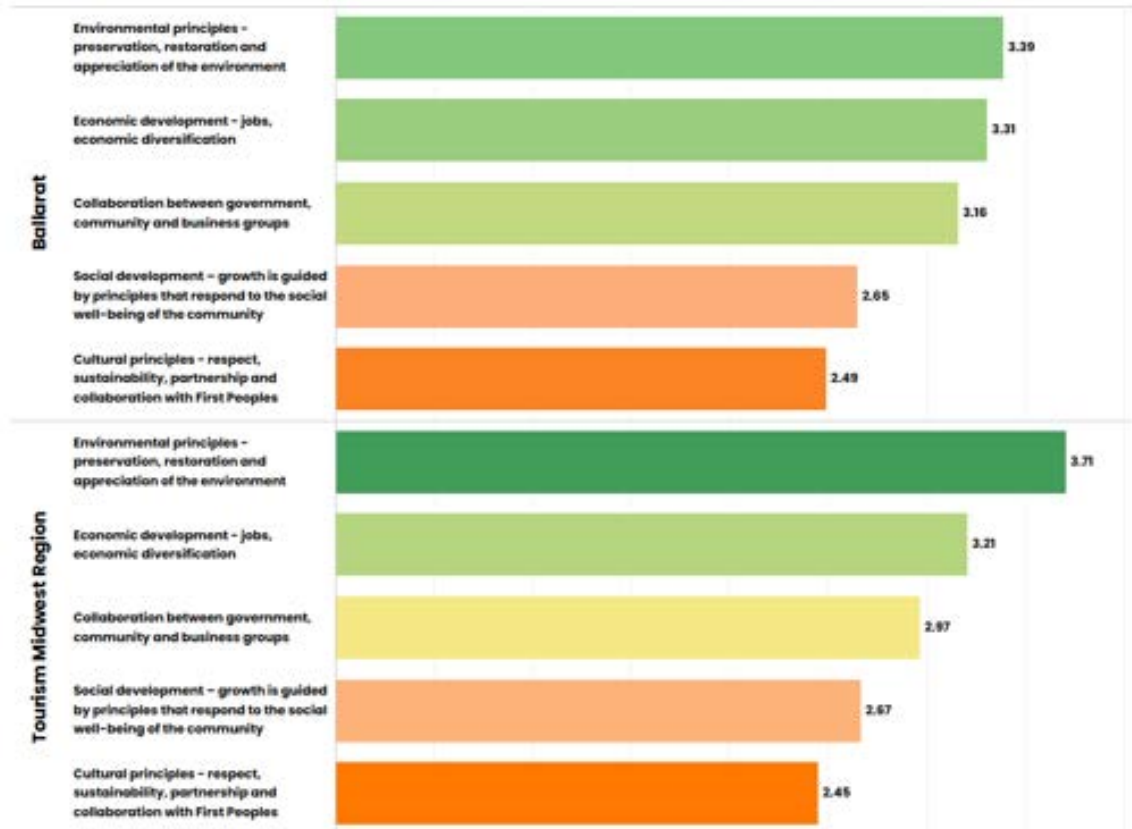




### Question 10

- Environmental principles rated highest for sustainable tourism development
- Economic development and jobs also rated highly
- Need for effective collaboration between public and private sectors and community

10. Please rank what core values/guiding principles you think should guide sustainable tourism development in the Tourism Midwest. (Ballarat & Tourism Midwest Region)



## Appendix 2 Glossary

CoB	Ballarat City Council
CALD	Culturally and Linguistically Diverse
CAPEX	Capital Expenditure
CBD	Central Business District
COVID-19	Coronavirus disease
DEECA	Department of Energy, Environment and Climate Action
DJSIR	Department of Jobs, Skills, Industry and Regions
F&B	Food and Beverage
GDP	Gross Domestic Product
GPSC	Golden Plains Shire Council
HSC	Hepburn Shire Council
HVTs	High Value Travellers
IVS	International Visitor Survey
LAAP	Local Area Action Plan
MSC	Moorabool Shire Council
NPS	Net Promoter Score
NVS	National Visitor Survey
PCG	Project Control Group
PSC	Pyrenees Shire Council
RDV	Regional Development Victoria
REDS	Regional Economic Development Strategy
RTB	Regional Tourism Board
SDMP	Sustainable Destination Management Plan
SDGs	Sustainable Development Goals
TMV	Tourism Midwest Victoria
TRA	Tourism Research Australia
UN	United Nations
VEP	Visitor Economy Partnership
VFR	Visiting Friends and Relatives
VTIC	Victoria Tourism Industry Council
YE	Year End

### Appendix 3 Experience Victoria 2033 Product Priorities and Settings

Figure 23: Experience Victoria 2033 Product Priorities and Settings<sup>19</sup>



Table 20: Experience Victoria 2033 Product priorities and settings, and alignment with Midwest Victoria

Experience Victoria 2033 Product Priorities and Settings	Current Strengths for the Midwest	Emerging Strengths for Midwest	To be Worked On
Wellness		✓	
Arts and Culture	✓ (Culture & Heritage)	✓ (Arts)	
First Peoples		✓	
Food and Drink	✓ (Food)	✓ (Drink)	
Nature		✓	
Workforce	✓		
Drive Demand	n/a	n/a	n/a
Aviation and Transport		✓	
Investment and Project Facilitation			✓
Industry Excellence		✓	
Digital Connectivity		✓ (regional areas)	
Community Engagement	✓		
Visitor Servicing	✓		
Data and Insights		✓	

<sup>19</sup> Experience Victoria 2033, page 9.

## Appendix 4 Visit Victoria Brand Playbook

Figure 24: Regional sub-brand framework - Goldfields<sup>20</sup>

Regional sub-brand framework			
<b>Goldfields</b>			
Visitation drivers	Escape my everyday	Surprise and delight me	Spark my imagination
Victorian Masterbrand promise Goldfields sub-brand promise	Enrich every moment in Victoria's rich heartland		
Pillars	<b>Nature at your fingertips</b> <ul style="list-style-type: none"> <li>Lakes</li> <li>Hikes and bushwalking trails</li> <li>Gardens</li> </ul>	<b>Passion for quality</b> <ul style="list-style-type: none"> <li>UNESCO Creative City in the area of Craft and Folk Art, Ballarat</li> <li>UNESCO Bendigo city and region of gastronomy</li> <li>Premium food and drink experiences</li> <li>Wine region and cellar doors</li> <li>Artisans</li> <li>Attractions</li> </ul>	<b>Storied culture</b> <ul style="list-style-type: none"> <li>Post-colonial history and architecture and early Chinese culture</li> <li>First Peoples cultural experiences</li> <li>Villages and towns</li> <li>Art galleries and cultural institutions</li> </ul>
Proof points	<ul style="list-style-type: none"> <li>Lake Wendouree, Lake Weeroona</li> <li>Mount Buninyong, Mount Alexander Regional Park, La Larr Ba Gauwa Mountain Bike Park</li> <li>The Goldfields Track</li> <li>Pink Cliffs Geological Reserve</li> <li>Rosalind Park</li> </ul>	<ul style="list-style-type: none"> <li>Masons, Wine Bank of View, Percy and Percy, Long Paddock Cheese, Cabasse and Five Chocolates, Hog Temple, Restaurant Lab, Mr Jones, Mitchell Harris Wine Bar</li> <li>Shiraz Republic, Vinea Manson, Balgownie Estate, Blue Pyrenees Estate, Michael Unwin Wines</li> <li>Last Trades Fair, Bendigo Pottery, Wooten</li> <li>Whits Night, Winter Wonderlights</li> </ul>	<ul style="list-style-type: none"> <li>Djara Lights</li> <li>Bendigo, Ballarat, Castlemaine Heathcote, Bridgewater on Loddon, Harcourt, Talbot</li> <li>Bendigo Art Gallery, Art Gallery of Ballarat, Castlemaine Art Gallery</li> <li>The Great Stupa of Universal Compassion</li> </ul>
Personality traits	Open-minded	Creative	Intriguing

<sup>20</sup> Destination Victoria Brand Strategy, page 24.

## Appendix 5 NPS calculation

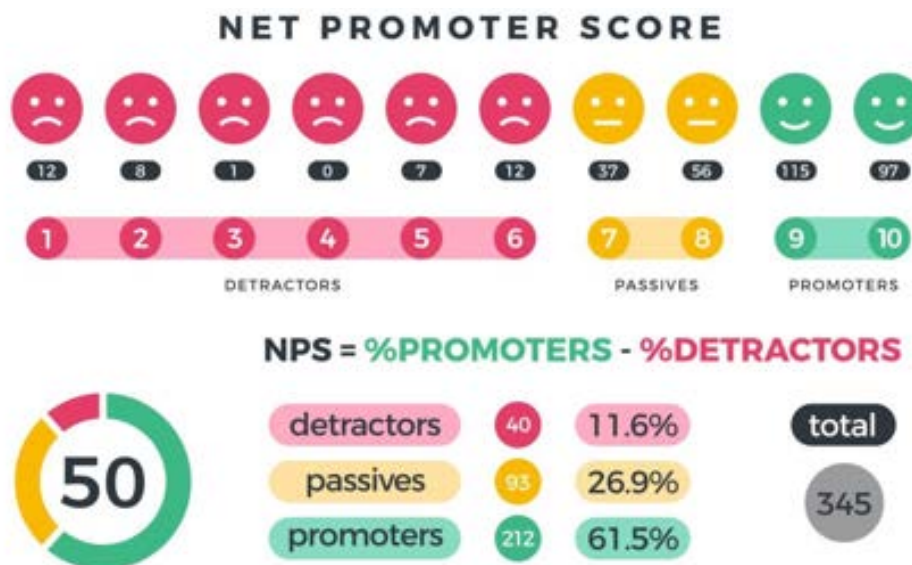
To undertake a top-line assessment of the quality of a region’s product offering, the Net Promoter Score (NPS) metric can be used. This is a measurement of consumer loyalty. In a tourism context, this translates to a visitor’s willingness to not only return for another stay but also make a recommendation to their family, friends and colleagues. NPS scores are reported with a number from -100 to +100, with a score above 30 considered good and a score above 50 considered excellent.

The NPS is calculated using a scale (see Figure 25):

- a score between 0–6 is considered unhappy customers who are unlikely to return and may even discourage others from staying with the provider
- a score between 7–8 being passives, meaning they are satisfied with the provider but not happy enough to be considered promoters
- a score between 9–10 is considered promoters who are typically loyal and enthusiastic customers and who are likely to return and strongly promote the provider.

Tripadvisor and Google<sup>21</sup> use a scale of 1–5 for consumer ratings on accommodation products. Converting this to the NPS scale means that a rating of 1–3 is considered “detractors” for the product, a score of 4 is the product’s “passives” and a score of 5 is the product’s “promoters”.<sup>22</sup> Only product with more than five reviews was included in the NPS assessment to ensure a robust sample size.

Figure 25: Net Promoter Score scale



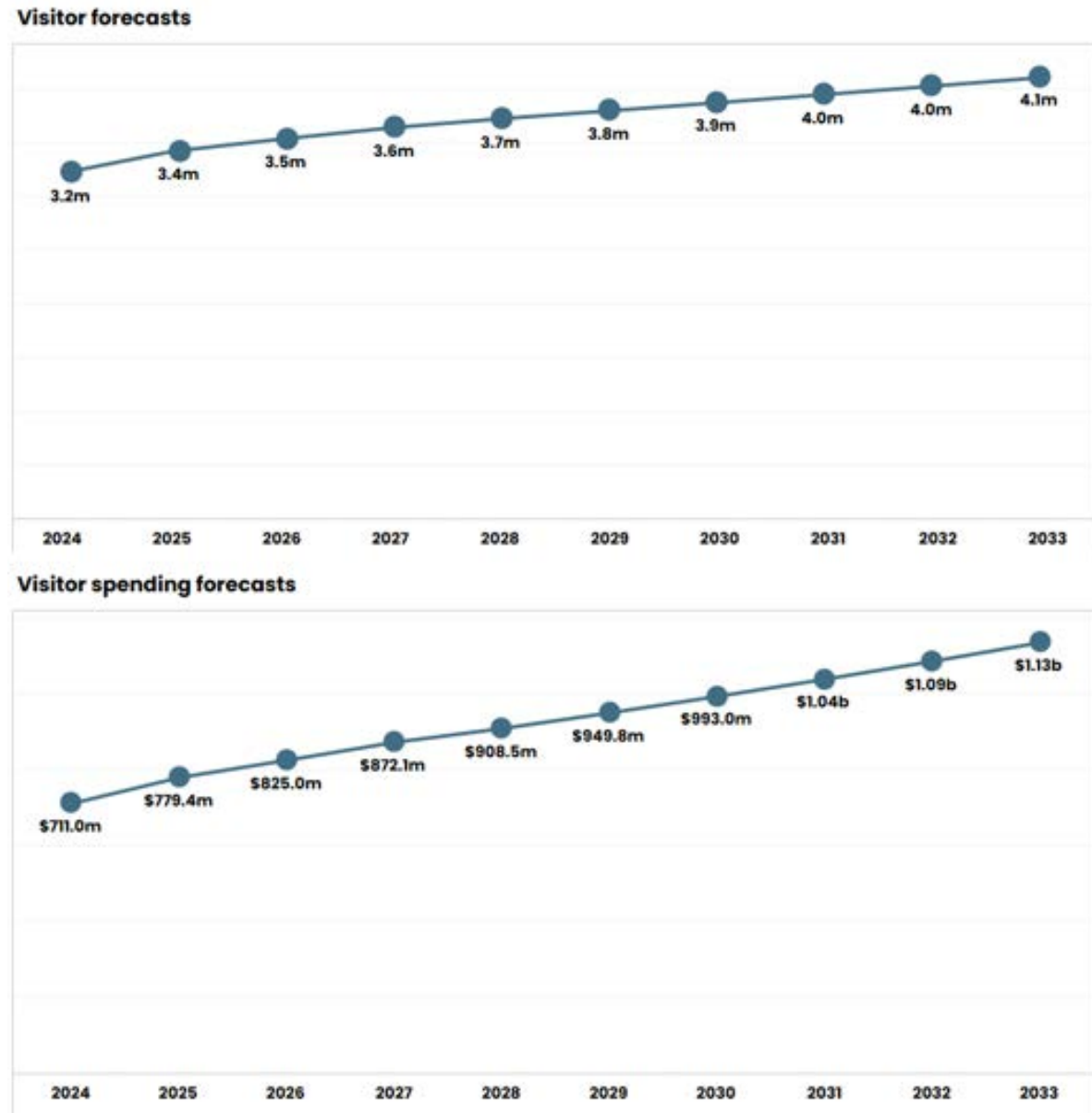
<sup>21</sup> Booking.com has not been used to derive a NPS because it does not provide a scale of scores, but rather, only provides an overall score. Therefore, an NPS is unable to be calculated from Booking.com listings.

<sup>22</sup> <https://birdeye.com/blog/net-promoter-score-explained/>

## Appendix 6 Visitor forecasts

The following provides forecasts for visitor trips and spending to the City of Ballarat from 2024 to 2033. The forecasts have been aligned with the tourism forecasts for Victoria<sup>23</sup>.

Figure 26: Visitor forecasts, 2024-2033<sup>24</sup>



<sup>23</sup> Tourism Forecasts for Victoria, Department of Jobs, Skills, Industry and Regions ([https://tourism.vic.gov.au/\\_data/assets/pdf\\_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf](https://tourism.vic.gov.au/_data/assets/pdf_file/0007/2233942/Victorias-Tourism-Forecast-for-2023-to-2028.pdf))

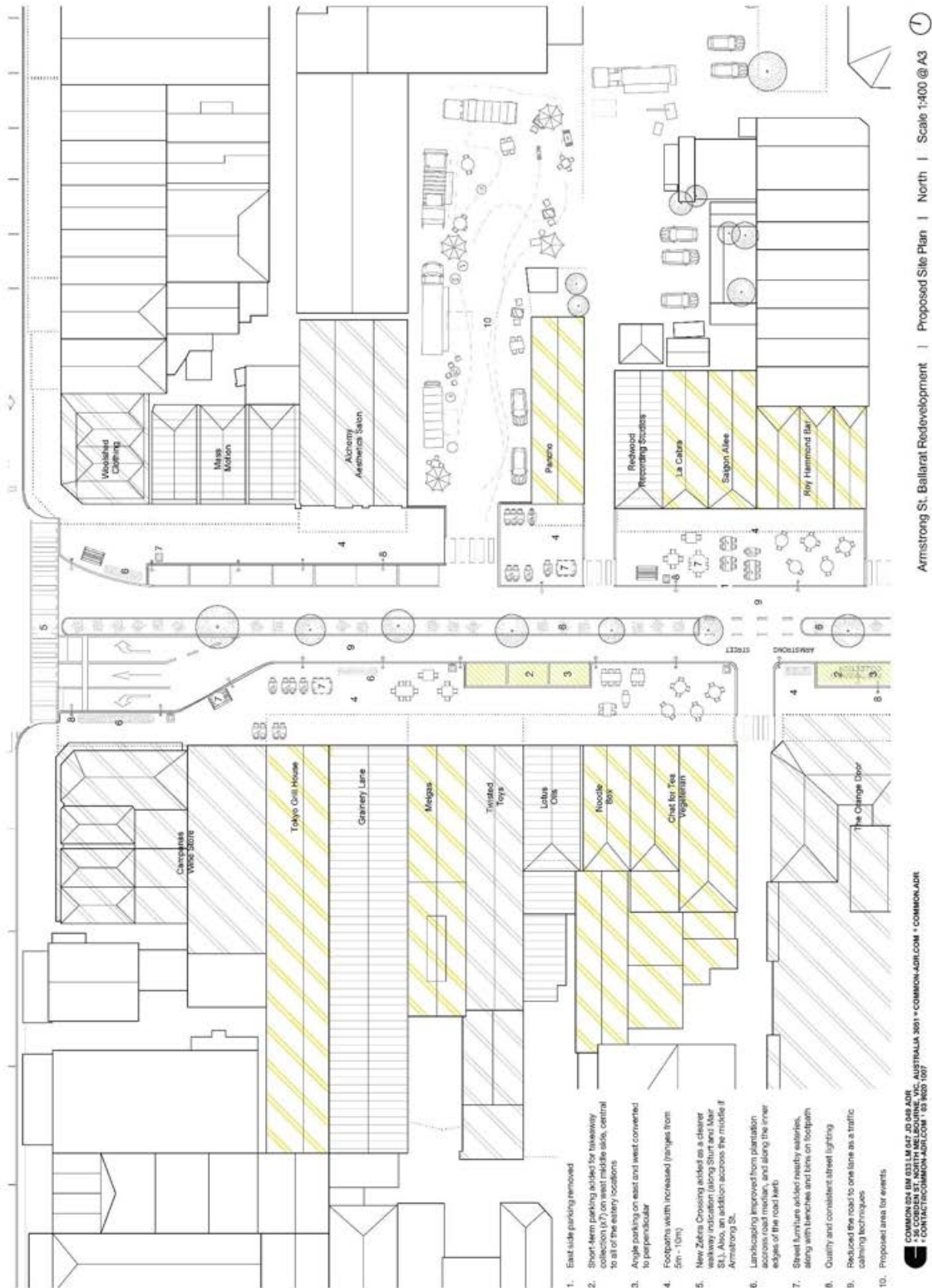
<sup>24</sup> Derived by Stafford based on historic data from Tourism Research Australia (National and International Visitor Surveys) and COVID-19 recovery forecasts.

## Appendix 7 Armstrong Street North Enhancements



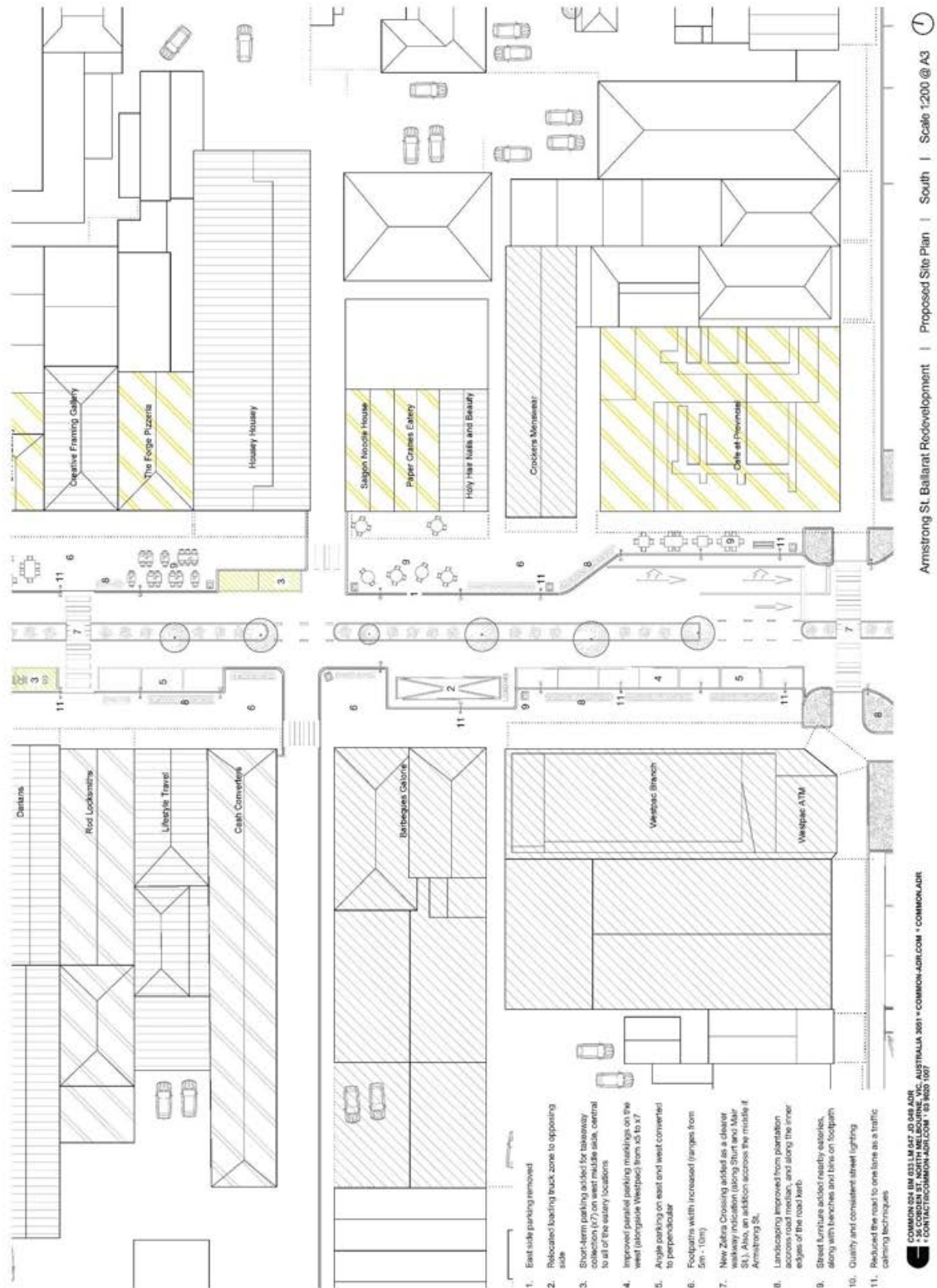






Armstrong St. Ballarat Redevelopment | Proposed Site Plan | North | Scale 1:400 @ A3

COMMON 024 031 517 20 048 ADR  
 COMMON 024 031 517 20 048 ADR  
 COMMON 024 031 517 20 048 ADR



Armstrong St. Ballarat Redevelopment | Proposed Site Plan | South | Scale 1:200 @ A3

COMMON DIM 033 LM 017 JD 048 ADR  
 - COMMON DIM 033 LM 017 JD 048 ADR  
 - COMMON DIM 033 LM 017 JD 048 ADR



## 8.5. GROWTH AREAS QUARTERLY UPDATE

**Division:** Development and Growth  
**Director:** Natalie Robertson  
**Author:** Fiona Koutsivos – Principal Planner

### PURPOSE

1. The purpose of this report is to provide an update on the progress of rezoning the proposed growth areas to Urban Growth Zone (UGZ) and the project plan including timeframes for the Growth Areas Framework Plan.

### BACKGROUND

2. On 23 February 2022, Council resolved (R14/22) to:
  1. Apply to the Minister for Planning in accordance with section 8A(2) and (3) of the *Planning and Environment Act 1987* to obtain authorisation to prepare Amendment C221ball to the Ballarat Planning Scheme, by:
    - a. Rezoning the growth areas to the Urban Growth Zone in accordance with Attachments E, F and G; and
    - b. Preparing a policy amendment which introduces a new 'Housing Framework Plan' to support the next phases of planning.
  2. If authorised by the Minister for Planning under section 8A (2) and (3) of the *Planning and Environment Act 1987*, exhibit Amendment C221ball to the Ballarat Planning Scheme in accordance with the notice requirements under section 19 of the *Planning and Environment Act 1987*.
  3. Commence preparation of a Precinct Structure Plan for the northern growth area following application of the Urban Growth Zone.
  4. Notes that the Ballarat Housing Strategy should ultimately be the mechanism to determine the extent of future growth and infill development across Ballarat.
  5. Authorise the Director Development and Growth to make minor changes to the planning scheme amendment documentation as required.
  6. Notes that the 'Growth Areas Framework Plan' will be prepared to establish the most appropriate sequencing of Precinct Structure Plan preparation for the western and north-western growth areas, aligned to sustainable development principles and the likely or planned construction of infrastructure and community facilities to support well planned and sustainable communities.
  7. Report back to Council, quarterly, on the progress of the rezoning to UGZ and the project plan including timeframes for the Growth Areas Framework Plan.
3. This report relates to point 7 of the resolution which seeks an update on the rezoning of the UGZ and a project plan including timeframes for the Growth Areas Framework Plan.

## KEY MATTERS

### Ballarat North Growth Area

4. On 22 June 2023, the Department of Transport and Planning (DTP) approved the amendment to rezone the core area of the Northern Growth Area and facilitated the preparation of the Ballarat North Precinct Structure Plan (PSP) and Development Contributions Plan (DCP) by the Victorian Planning Authority (VPA), as the planning authority, appointed by the Minister for Planning.
5. The remaining extent of the growth area (expanded area) is subject to further investigation by the VPA before it can be rezoned.
6. VPA have been working with external consultants to undertake a range of technical background reports.
7. Council officers are currently working with the VPA to review the technical background reports and determine how best to implement the innovation pathway items.
8. VPA are currently preparing the next phase of the PSP process. A co-design workshop is expected to be held in July. Council officers from various departments will be invited to this workshop where the VPA will present a high-level land use plan for initial comment.
9. No immediate urban development will occur in the Ballarat Northern Growth Area until the PSP and DCP have been prepared and incorporated into the Ballarat Planning Scheme. It is expected that the PSP will be gazetted in mid-2026.

### Infrastructure Growth Alignment Framework

10. On 31 August 2022, the former Minister for Planning requested that the VPA prepare a high-level strategic review of Ballarat's proposed greenfield land including the western and north-western growth areas as well as urban renewal areas. This report will be known as the Infrastructure Growth Alignment Framework (IGAF).
11. The purpose of the IGAF is to provide a clear strategy for:
  - Future staging and sequencing of residential growth opportunities to ensure the projected population growth over 15 years can be accommodated for;
  - Clear directions on where growth should occur;
  - An evaluation of growth projections within the municipality;
  - A high-level look at land capability;
  - Service limitations;
  - Infrastructure costs;
  - Market trends;
  - An infrastructure review; and
  - The need for any upgrades to accommodate population growth.
12. The VPA have advised the City of the following:
  - The IGAF has been submitted to the Minister for Planning for endorsement.
  - As the IGAF is a pilot project, the VPA are working with the Department of Transport and Planning to assess how this document can best be used/implemented to benefit Ballarat and potentially in other regional cities.
  - The IGAF may also be reviewed following the release of the Plan for Victoria.

### **Growth Areas Framework Plan**

13. The draft Growth Areas Framework Plan was endorsed for consultation by Council on 8 May 2024.
14. The draft Growth Areas Framework Plan has been out for public consultation and comments and submissions were sought until 31 May 2024.
15. Consultation sessions were held during the consultation period with developers, landowners and the general public.
16. Submissions received through the consultation period are currently being reviewed and the Growth Areas Framework Plan is currently being updated following a review of the submissions received.
17. Officers are aiming to present a report to Council Planning Committee in the coming months to seek Council's endorsement of the final Growth Areas Framework Plan and preparation of a planning scheme amendment to incorporate the Framework Plan into the planning scheme.

### **OFFICER RECOMMENDATION**

#### **18. That Council:**

##### **18.1 Note the contents of this update report.**

### **ATTACHMENTS**

1. Governance Review [8.5.1 - 2 pages]

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**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This report aligns with the relevant Council strategies and policies. This report has been prepared with specific reference to the Ballarat Planning Scheme and Ballarat Strategy 2040.

**COMMUNITY IMPACT**

2. This report is an update on broader projects which will continue to require community and stakeholder engagement.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. PSPs in Council's growth areas will seek to implement measures that will respond to the climate emergency and manage environmental sustainability implications.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. Rezoning of Ballarat's new growth areas is considered to be of state significance to facilitate urban growth, which will bring forward economic activity associated with all facets of the land development process including planning, building and construction activity
5. The Council resolution R14/22 from the 23 February 2022 will also assist in the City's post-COVID19 economic recovery through providing housing stock and construction activity over the medium and long term.

**FINANCIAL IMPLICATIONS**

6. This report is a progress update and has no financial implications.
7. It is noted that Council's proposal to undertake a staged roll-out of the growth areas will stage Council's financial responsibilities associated with the construction of community and other infrastructure projects.

**LEGAL AND RISK CONSIDERATIONS**

8. The Ballarat Planning Scheme and the *Planning and Environment Act 1987* were considerations in this report.

**HUMAN RIGHTS CONSIDERATIONS**

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

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**COMMUNITY CONSULTATION AND ENGAGEMENT**

10. This report is an update on broader projects which will continue to require community and stakeholder engagement.

**GENDER EQUALITY ACT 2020**

11. There are no gender equality implications identified for the subject of this report.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

12. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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## 8.6. DRAFT RECREATION INFRASTRUCTURE PLAN

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Mitch Jenkins – Coordinator Sport & Recreation Strategic Planning

### PURPOSE

1. The purpose of this report is to present the draft Recreation Infrastructure Plan 2024-2039 and seek Council endorsement to release the draft plan for public exhibition.

### BACKGROUND

2. The draft Recreation Infrastructure Plan (Plan) will guide future planning and decision making around priorities and investment in sport and recreation facilities to meet the needs and future demand of our growing community over the next 15 years.
3. The plan relates to active open space (AOS) assets on Council owned and/or managed land that play the important role of facilitating organised and informal sporting opportunities for the community. Whilst both private and education land does provide for sport and recreation activities within the City and is acknowledged as playing an important role in the sports ecosystem, this plan has focused on Council managed land only to inform long term planning and guarantee community access to facilities for municipal benefit. Planning for passive open space (POS) will be addressed in the Ballarat Open Space Strategy currently under development.
4. The plan is consistent in approach with the Council adopted Community Infrastructure Plan 2022-2037 and will complement it as a key strategic document in planning for community facilities.
5. A sustainable approach to developing and maintaining our recreation assets is needed to ensure the social, health, environmental, economic and cultural benefits they provide.
6. City of Ballarat has a strong record of investing to improve recreation infrastructure that has increased capacity and delivered facilities that are fit for purpose. It has been identified that the next phase of development requires a strategic and well planned and coordinated approach to what and how we determine what the appropriate and equitable recreation infrastructure provision needs to be for Ballarat's new growth areas.
7. The plan has consolidated and considered a significant amount of existing information to inform forward planning and the indicative financial resourcing required to deliver on the priority projects identified including:
  - a. Existing recreation capital project pipeline
  - b. Adopted Council recreation reserve master plans, strategies, frameworks and feasibility studies
  - c. Growth areas (AOS) projected (DCP) contributions
  - d. Existing election commitment projects including Council co-contributions
  - e. State Government Regional Sports Infrastructure Program
  - f. Aquatic facilities review and planning work
  - g. Emerging trends/demands in sports and local community

- h. Recurrent programs of minor or cyclical works required to service community expectation
8. The plan will aim to deliver municipal assets to maximise participation in sport and recreation to ensure Ballarat provides its community with the opportunity to live an active and healthy lifestyle. A balance between development in growth areas and addressing facility provision gaps and continuing to increase equity and capacity in the existing network of recreation facilities has been carefully considered.

## KEY MATTERS

9. Ballarat's population is growing and this is leading to increased participation. Our current facilities are reaching capacity. The city will need additional facilities to meet the recreation demands of more than 50,000 new residents by 2041.
10. A planning framework with hierarchy and design standards, informed by demand modeling, informs the facility requirements and design of active open spaces in new growth areas and guides the development of existing recreation reserves and facilities. Contemporary sports facility design standards complement the facility provision standards including design guidelines for making spaces for girls and women, transgender and gender diverse people, and universally accessible places which aims to ensure equity in future delivery of sport and recreation infrastructure.
11. A well-structured and evidence-based approach that provides fair and equitable access to recreation facilities across all of community is critical and carefully considered in this plan.
12. Demand modelling is developed using multiple inputs including sport participation data, population growth, demand, and capacity of existing assets. A comprehensive audit of existing inventory was conducted to establish baseline information on the existing sport and recreation reserve network. The demand analysis quantifies the shortfalls for each field of play across a 15-year timeframe, and the plan identifies recommendations of how to address these shortfalls. If Council does not respond to these emerging gaps, there will be a significant shortfall in playing fields across Ballarat by 2039.
13. Demand modelling – Future surplus/deficit of field access (to 2036):
  - a. AFL: 13 fields deficit
  - b. Baseball: No surplus/deficit
  - c. Basketball: 12 courts deficit
  - d. Bowls: 15 greens surplus
  - e. Cricket: 13 fields deficit
  - f. Soccer: 23 fields deficit
  - g. Hockey: 2 fields deficit
  - h. Netball: 2 courts deficit
  - i. Tennis: 16 courts deficit
14. The shortfalls can be reduced by increasing the capacity of the existing sports field network, by introducing synthetic surfaces, upgrading sports fields/surfaces of low quality, and installing lights on fields or by providing new facilities in the growth areas. Local factors such as distribution and accessibility, programming of competitions, and capacity of clubs to share facilities also need to be considered.
15. Beyond the traditionally high participation sports (above), analysis of the current inventory, usage and condition of Council's recreation assets, as well as stakeholder

engagement to understand priorities, has informed the recommendations to ensure that key facility provision gaps are identified and addressed through future infrastructure investment. Multi-sport and flexible multipurpose facilities should be provided as a priority where appropriate. Provision of female friendly facilities in line with fair access principles has also been prioritised within the plan.

16. The above demand modelling informs the 15-year recreation services project roadmap by making recommendations in a staged approach to reduce the facility provision gaps in a strategic manner through the carefully considered identification of projects within both the growth areas and the existing sporting reserve network.

### Year Projects Roadmap

17. Major projects identified in the plan:

- a. State Government funded projects – Regional Sports Infrastructure Program:
  - i. Mars Stadium grandstand expansion including additional 5,000 seats
  - ii. New regional athletics facility in the Ballarat Major Events Precinct
  - iii. Ballarat Sports Events Centre (BSEC) upgrades
  - iv. Miners Rest Sporting Reserve development
  - v. Frank Bourke oval and pavilion.
- b. State election commitment projects:
  - i. Delivery of election commitment projects linked to adopted master plan implementation at Marty Busch Reserve and Brown Hill Recreation Reserve
  - ii. Council co-contributions and delivery timeframes per funding agreements for projects
- c. Indoor stadium provision:
  - i. Eight court indoor stadium at Winterfield North in Ballarat West growth area
  - ii. Proposed expansion of BSEC to provide a 12-court indoor stadium and regional outdoor netball facility (8-12 courts) to meet indoor sport and netball demand, and service the new Ballarat North growth area.
  - iii. Centralising indoor stadium provision (8-12 court stadiums) is considered industry best practice from a programming, operational and management perspective.
- d. Growth areas AOS provision:
  - i. New AOS reserves in Ballarat West:
    1. Greenhalghs Reserve - Winterfield Estate (10ha + eight court indoor stadium per above)
    2. Glenelg Highway Reserve - Delacombe Town Centre Precinct (3.5ha)
    3. MR Power Park (18ha site – Approximately 4ha developed as AOS)
    4. Carngham Reserve - Altieri Development (4ha)
    5. Mining Park – Beyond 15-year Recreation Infrastructure Plan timeframe
  - ii. New AOS reserves planned for Ballarat Western and North-Western:
    1. Ballarat Western: 52ha total provision
    2. North-Western: 29ha total provision
    3. Investigate feasibility of regional AOS (up to 30ha) to meet future requirements based on demand modelling, and help

offset demand for AOS provision in the Ballarat West Precinct Structure Plan (PSP)

- iii. New AOS reserves planned for Ballarat North PSP:
  - 1. Proposed approximately 20ha of AOS
  - 2. Indoor courts provision linked to BSEC expansion per above to service new community given proximity and catchment area.
  
- e. Regional facilities
  - i. Prince of Wales Park (POWP): New regional hockey facility including new hockey pitches. Archery to be relocated from POWP addressing this historical issue of inappropriate activity now within a residential area.
  - ii. Mars Stadium: New 5000 seat grandstand and new regional athletics centre
  - iii. Expansion of regional skate park at Len T Fraser Reserve
  - iv. Renewal of other regional facilities including badminton, table tennis, tennis, soccer and squash.
  
- f. Aquatic facilities:
  - i. In line with a recent Aquatic and Leisure Infrastructure Planning Assessment by the City of Ballarat, no additional aquatic leisure centre provision is recommended due to appropriate proximity to Ballarat Aquatic and Lifestyle Centre (BALC).
  - ii. Implementation of projects identified in the Aquatic and Leisure Infrastructure Planning Assessment, including expanding BALC and Eureka Pool to service growth areas, along with future improvement to activate Black Hill outdoor pool. The Black Hill Pool projects will be undertaken as part of the development of the Black Hill Master Plan which is currently being developed.
  - iii. As population growth continues to the western side of Ballarat consideration of a future splash park location may be required to service the growing community
  
- g. Recurrent programs of infrastructure improvements and minor capital works will be required to maintain an appropriate level of community sporting facility provision and is included in the projects roadmap.
  - i. Asset renewal programs developed to ensure asset lifecycles are managed and maximised for community benefit.

18. The draft plan identifies the capital projects for delivery over the next 15 years in a detailed roadmap.

### Community Consultation

- 19. State sporting associations (SSA):
  - a. Sports Forum hosted for SSAs in December 2023 including briefing on the Recreation Infrastructure Plan
  - b. Individual SSA interviews conducted to understand priorities for their sport broadly, and in Ballarat
  
- 20. Local sports association/leagues/clubs:
  - a. Sports Forums hosted for local associations, leagues and clubs in December 2023 including briefings on the Recreation Infrastructure Plan

- b. Emphasis was placed on critical facility provision gaps providing barriers to participation, rather than club or League/Association wish lists.
- c. Online survey distributed to Ballarat's sporting network including over 42 sports, 27 sporting associations/leagues and 127 clubs – Survey was open from 1 May to 20 May 2024
- d. 68 survey responses submitted and assessed for consideration in developing the draft report

21. Council departments:

- a. Council departments workshop conducted to provide overview of project and gather relevant information for consideration in February 2024
- b. Workshop held with Council Growth Areas department to specifically discuss the designated growth areas and relevant inputs and strategic planning items for Recreation Services in May 2024

### **Implementation and review of the Plan**

22. Each project is subject to Council's budgetary processes and will involve the development of a detailed business case including financial considerations as part of Council's Enterprise Project Management Framework. While the Plan and associated work forms the evidence base to inform Council's decision-making processes, decisions regarding the allocation of funding are made at the time of setting the annual budget.
23. The 15-year implementation plan identifies project delivery sequencing per Enterprise Project Management Office (EPMO) process through concept development, detailed design development, and a methodical and planned approach to project delivery.
24. Some projects identified within the plan will require co-funding and investment from other levels of government to deliver the project based on Council's funding capacity. The capital costs of projects will be offset by external funding opportunities and developer contributions will contribute to projects identified in the growth areas. The timeline of identified projects may change based on available external funding opportunities and the outcome of any funding applications.
25. Some significant priority projects including the Regional Hockey Development, indoor stadium at Winterfield and the BSEC expansion, BALC expansion and Ballarat Regional Tennis Centre Pavilion have been identified at a significant investment level that will require strategic financial considerations of Council at the appropriate times to enable delivery within the proposed timeframes. However, most projects identified will be programmed for delivery per the standard EPMO annual budget bid process.
26. It is proposed that the Recreation Infrastructure Plan will be formally reviewed every two years to ensure that any emerging community and industry trends/demands, as well as external funding opportunities and Council funding capacity, are assessed and priority projects remain relevant throughout its 15-year timeline. Individual projects identified within the Plan for delivery will be managed via the annual Council budget process.
27. The Plan was developed following extensive research, benchmarking, and consultation process. The draft Plan will be placed on public exhibition to seek any additional feedback.

## OFFICER RECOMMENDATION

### **28. That Council:**

**28.1 Note the draft Recreation Infrastructure Plan.**

**28.2 Endorse the draft Recreation Infrastructure Plan for public exhibition.**

**28.3 Note that the plan will be presented to Council upon completion of community consultation for consideration of submissions and adoption.**

## ATTACHMENTS

1. Recreation Infrastructure Plan Draft Governance Review [8.6.1 - 2 pages]
2. Draft Recreation Infrastructure Plan 2024-2039 [8.6.2 - 50 pages]

## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Recreation Infrastructure Plan aligns with several key strategic documents:
  - Community Vision 2021 - 2031
  - Council Plan 2021 – 2025
  - Health and Wellbeing Plan 2021 – 2031
  - Active Ballarat Strategy
  - Active Women and Girls Strategy
  - Fair Access Policy
  - Community Infrastructure Plan 2022 - 2037

**COMMUNITY IMPACT**

2. This draft Recreation Infrastructure Plan 2024 – 2039 demonstrates Council's commitment to ensuring the community is informed about key recreation infrastructure projects planned for the next 15 years.
3. The Plan demonstrates evidence-based decision making and provides a sustainable approach to developing and maintaining our recreation assets to maintain the social, health, environmental, economic and cultural benefits they provide.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

4. Environmental sustainability practices will be implemented as part of project delivery of the Recreation Infrastructure Plan recommendations as required.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

5. The draft Recreation Infrastructure Plan will stimulate further investment in the Ballarat economy through the attraction of funding using evidence-based project proposals based on community needs.

**FINANCIAL IMPLICATIONS**

6. The draft Recreation Infrastructure Plan identifies a range of capital projects to inform Council's Recreation Services Capital Improvement Program over the next 15 years.
7. The Recreation Infrastructure Plan will provide evidence to inform budget allocation in an effective manner to ensure best value is achieved for the community. Some capital costs will be offset by external funding opportunities through grant applications which will be informed by the Plan.
8. Some projects identified within the plan will require co-funding and investment from other levels of government or require strategic financial considerations of Council at the appropriate times, to deliver the project based on Council's funding capacity.

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**LEGAL AND RISK CONSIDERATIONS**

9. The draft plan helps mitigate organisational risk as it ensures that decision-making and budget prioritisation is based on strong and documented evidence and is informed by a Council adopted document.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

11. The draft Recreation Infrastructure Plan was developed following consultation with the relevant sporting bodies. State sporting associations (SSA), local associations/leagues and clubs were all consulted in the development of the plan.
12. Sports Forums were conducted in December 2023 where a briefing on the Recreation Infrastructure Plan was presented.
13. The SSAs have provided valuable input on the strategic direction for each sport as well as their priorities for the Ballarat region.
14. The local sporting network of associations/leagues and clubs were distributed a survey to provide the opportunity to submit facility provision gaps and venue specific priorities for consideration in developing the plan. A total of 66 survey responses were received and all responses were reviewed and assessed.

**GENDER EQUALITY ACT 2020**

15. There are gender equality implications identified for the subject of this report and a Gender Impact Assessment will be completed.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

16. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

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OFFICIAL





CITY OF BALLARAT  
**Recreation Infrastructure  
Plan 2024-2039**  
Summary Report





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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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## 1. The Project

The Recreation Infrastructure Plan 2024-2039 provides an overarching recreation infrastructure planning framework for the City of Ballarat (Council).

The Recreation Infrastructure Plan will provide a road map to **optimising the use** and **increasing the capacity** of existing recreation infrastructure across the City of Ballarat, whilst **planning for new** recreation infrastructure in the new growth areas. The Plan will focus on Active Open Space provision and planning for municipal assets on Council owned and/or managed land.

The Plan's strategic directions and road map aim to deliver on the vision:

**Ballarat recreation infrastructure will equitably support everyone in the community to participate in sport and recreation today and into the future.**

The 15-year Recreation Infrastructure Plan aligns with the Community Infrastructure Plan 2022-2037. It will define the strategic investment decisions to meet the needs of the growing Ballarat community over the next 15 years by 'investing in the right locations, at the right time, to the right standard' based on a sound evidence base.

The Recreation Infrastructure Plan will:

- Deliver municipal assets to maximise residents' participation in sport and recreation and be part of a physically active and healthy community.
- Develop a well-structured and evidence-based plan that provides fair and equitable access to recreation facilities across all community sections, services sports equitably, and is based on existing and future demands.
- Allow consolidation of the Recreation Services capital program, inform planning and the financial resourcing required to deliver on the priority projects identified.
- Outline the pipeline of recreation capital projects to be delivered to meet our growing community's needs and future demands for the next 15 years.
- Be consistent in approach to the adopted Community Infrastructure Plan.
- Provide facility provision standards relevant to recreation facilities across the city to guide future investment.
- Ensure industry best practice standards and benchmarking are applied to the next 15 years of recreation infrastructure planning.



### > Planning Process

The following planning process was undertaken for the project:



This **Summary Report** is supported by a Background Report and Engagement Findings Report.

### > Why do we need a Sports Facilities Strategic Plan?

The City of Ballarat has invested significantly in sports and recreation facilities over the past ten years. These upgrades and improvements have focused on delivering good quality and fit-for-purpose sports facilities. This includes making female-friendly and inclusive sporting facilities, increasing the capacity, and improving playing surfaces that have resulted in delivering higher participation outcomes and new major sports infrastructure, including Ballarat Sports Events Centre and Mars Stadium.

The population growth in the City of Ballarat will drive higher demand and participation in sport and recreation in Ballarat over the next 15 years. The City of Ballarat population of 113,471 (2021) will grow to 142,627 by 2036, and 170,000 by 2041. This demand will place pressure on a current recreation infrastructure network that is reaching capacity.

A roadmap is needed to inform the development of new sport and recreation facilities to meet this future demand, whilst planning for the renewal of existing facilities and addressing critical facility provision gaps to maintain the current social and economic benefits.



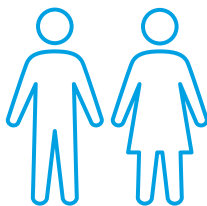
**In 2018, Sport Australia partnered with KPMG and La Trobe University to investigate the value of community sport infrastructure to Australia. The study quantified the value of community sport infrastructure across Australia to be at least \$16.2 billion with \$6.3 billion worth of economic benefit, \$4.9 billion worth of health benefit and \$5.1 billion worth of social benefit.**

This Recreation Infrastructure Plan 2024-2039 builds upon the previous work and the recently adopted Community Infrastructure Plan 2022-2037 to clearly define the future investment priorities in sports and recreation infrastructure to meet the needs and future demands of the Ballarat community over the next 15 years. Both strategies align and share the same evidence-based decision-making to ensure an equitable and transparent approach is considered.

The Plan's objectives are aligned with strategic commitments made by the Council in the Community Infrastructure Plan 2022-2037 for Council owned or managed land and assets.

The Recreation Infrastructure Plan clearly defines recreation facility provision standards that will guide the types of facilities and level of investment required across the network of Council sporting and active recreation reserves. These standards will aim to provide equity in facility provision so that all residents can enjoy access to high-quality sport and recreation-based assets.

**Key Drivers**



**Growing population leading to increased participation demand**



**Current facilities are at capacity and/or not fit for purpose**



**Increase the overall use and financial viability of facilities, programs and services**





## 2. Strategic Context

### There is strategic support for providing recreation infrastructure to increase active living that will help improve community health and wellbeing

Providing a healthy, connected and inclusive community and increasing active living is a strategic objective of the City of Ballarat Council Plan 2021-2025 and Health and Wellbeing Plan 2021-2031.



The City of Ballarat must ensure future planning of recreation infrastructure is adaptable to the changing local environment to ensure it is able to adequately cater for community expectation and provide opportunity for physical activity that enables community to live healthy lifestyles.

Delivering accessible “green spaces” is critical to our health and wellbeing. World Health Organisation (WHO) Global Recommendations on Physical Activity for Health (2010) highlight that physical inactivity is now the fourth leading risk factor for global mortality. This challenge is further evidenced by Sport 2030: Sport Australia (2018) report which incorporates a mission to reduce physical inactivity amongst Australians by 15% by 2030.

The WHO suggests a multifaceted approach to supporting increased physical activity levels and differentiates the targeted duration and intensity of physical activity goals by age, as follows:

- Aged 5 – 17 years - Accumulate at least 60 minutes of moderate to vigorous-intensity physical activity daily.

- Aged 18 – 64 years - At least 150 minutes of moderate-intensity aerobic physical activity throughout the week, or at least 75 minutes of vigorous-intensity aerobic physical activity throughout the week, or an equivalent combination of moderate- and vigorous-intensity activity.
- Aged 65+ years - At least 150 minutes of moderate-intensity aerobic physical activity throughout the week, or at least 75 minutes of vigorous-intensity aerobic physical activity throughout the week, or an equivalent combination of moderate- and vigorous-intensity activity

Whilst Australia’s Physical Activity and Sedentary Behaviour Guidelines differ slightly from the above goals, the overall objectives remain the same. That is, to increase physical activity levels by Australians across all age cohorts. Recreation infrastructure plays a critical role in achieving this through maximising opportunities for people to be physically active and facilitating a connection to nature. With limited resources available to local governments to support these outcomes, strategies must be realistic and focus on maximising participation and environmental outcomes.

> **Local Government must provide equitable access to recreation infrastructure and services**

Local Government is legally obliged to provide equitable access to recreation infrastructure under State and Federal Government legislation:

- Charter of Human Rights and Responsibilities Act 2006 (Vic).
- Equal Opportunity Act 2010 (Vic).
- Gender Equality Act 2020 (Vic).
- Sex Discrimination Act 1984 (Commonwealth).

The Fair Access Policy Roadmap has guided the development of the City of Ballarat’s Fair Access Policy. This policy follows the development of the City of Ballarat Active Women and Girls Strategy 2018.

> **The Council has delivered significant projects identified in master plans and feasibility studies**

City of Ballarat has improved the recreation infrastructure over the last 10 years. This includes upgraded sports fields, courts, lighting and pavilions. The Council has also invested in major sports precincts including Mars Stadium and the Ballarat Sport Events Centre.

A program of reserve master plans has been implemented over the last 10 years that has improved the function, capacity and quality of facilities. Continued investment in the implementation of master plans will ensure contemporary facilities that meet user needs and experiences.

The tables following report on the projects completed by the City of Ballarat between 2010 and 2024.





Table 1: Completed Projects

Site	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Lake Wendouree (LW)	LW Dredging	LW Reinstatement of Rowing Course													
Ballarat Regional Soccer Facility (BRSF)	BRSF Synthetic No.1 BRSF Dog Club Pavilion	BRSF Pavilion Stage 1	BRSF 1st Synthetic Pitch & Street Soccer	BRSF Grandstand BRSF Pavilion Stage 2 BRSF Main Pitch & 2nd Synthetic Pitch											
Buninyong Recreation Park	Buninyong Tennis Centre - Courts	Buninyong Tennis Centre - Pavilion												Buninyong Tennis Centre Courts Resurfacing	
Alfredton Recreation Reserve (ARR)	ARR No.2 Oval	ARR No.2 Pavilion	ARR Netball Courts				ARR No.1 Oval Redevelopment & Lighting	ARR No.2 Oval Shelter				ARR Synthetic Bowls Green ARR Cricket Nets ARR Village Green Oval Upgrade ARR Pump Track ARR Netball Changerooms	ARR Pavilion Extension ARR Electronic Scoreboard	ARR Netball Courts & Lighting (x2) ARR No.1 Oval Resurfacing	ARR 3rd Netball Court
Prince of Wales Park (POWP)		POWP Car Park POWP Baseball Diamond & Lighting	POWP Hockey Pitch Replacement POWP Ballarat Lawn Tennis			POWP Hockey Clubrooms				POWP Hockey Pitch Lighting					POWP Hockey Pitch Renewal
Len T Fraser Reserve		Len T Fraser Skate Park Stage 2													
Ballarat Aquatic and Lifestyle Centre (BALC)				BALC 50m Pool											
Buninyong Bowls Club					Buninyong Bowls Club Rooms										
Russell Square					RS North Drainage & Irrigation	RS Soccer Change Rooms RS Netball Court & Lighting	RS South Oval Lighting				RS Community Pavilion Refurbishment	RS North Oval Lighting Russell Square South Oval & Netball Changerooms	RS Cricket Nets	RS Outdoor Gym Equipment	RS Netball Court Resurfacing
St Georges Reserve					SGR Change Rooms					SGR Soccer Pitches & Lighting					
Mars Stadium					Mars Stadium Oval & Lighting Mars Stadium Stage 1				Mars Stadium Stage 2	Mars Stadium Oval Resurface			North Ballarat Netball Courts & Lighting (x2)	North Ballarat Netball Changerooms	
CE Brown Reserve					North No.2 Oval & Lighting	CEBR - No.1 Oval Redevelopment & Lighting CEBR Netball Courts & Lighting x2	CEBR Football/ Netball Change Rooms		CEBR Cricket Nets				CEBR No.1 Oval Resurfacing		
Midlands Reserve (MR)					MR Splash Park										

Site	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Mt Clear Recreation Reserve (MCRR)					MCCR Netball Court & Lighting		MCCR Change Rooms MCCR No.1 Oval Lighting			MCCR No.1 Oval Works MCCR Pavilion Stage 1 (Downstairs)	MCCR Pavilion Stage 2 (Upstairs)			MCCR Cricket Nets MCCR Electronic Scoreboard	
Sebastapol Splash Park						Sebastapol Splash Park									
Eureka Pool						Eureka Pool Splash Park									
City Oval (CO)							CO Bowls Green		CO Oval Redevelopment & Lighting			CO Netball Court & Lighting			CO Synthetic Bowls Green
Eastern Oval (EO)							EO Netball Court, Cricket Nets (Turf & Synthetic), Bowling Green			EO Lighting Upgrade (500 lux)				EO Netball Court Resurfacing	
Marty Busch Reserve (MBR)							MBR 2nd Netball Court & Lighting	MBR No.1 Oval & Lighting	MBR CFA Training Facility Repairs			MBR BMX Track Lighting MBR No.1 Oval Changerooms Refurbishment MBR Netball Changerooms	MBR BMX Starting Gates		MBR No.2 Oval Redevelopment & Lighting
Black Hill Mountain Bike Park								Black Hill Mountain Bike Tracks							
Buninyong Reserve								Buninyong Oval Drainage & Irrigation							
Western Oval (WO)							WO Drainage & Irrigation WO Netball Court & Lighting	WO Lighting			WO Changerooms				WO Netball Court Resurfacing
Warrenheip Tennis Club									Warrenheip TC Outdoor Courts						
White Flat Reserve (WFR)									WFR Change Rooms Refurbishment WFR Oval Lighting						
Doug Dean Reserve (DDR)									DDR Oval Lighting				DDR Cricket Nets	DDR Outdoor Gym Equipment	
Ballarat Sports and Events Centre (BSEC)									BSEC Stage 1		BSEC Stage 2				
Albert H Graham Reserve										Albert H Graham Reserve - 3x3 Courts					
Victoria Bowls Club										Victoria Bowls Club Surface					
Royal Park (RP)											RP Soccer Pitches & Lighting	RP Changerooms			
MR Power Park (MRPP)											MRPP Playspace			MRPP Skate Park	
Pleasant Street Reserve (PSR)											PSR Oval Lighting	PSR Changerooms		PSR Pitches Redevelopment	
Trekardo Park (TP)											TP Oval Lighting	TP Changerooms Refurbishment			

Site	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Learmonth Bowls Club												Learmonth Bowls Green			
Ballarat Badminton Centre												Badminton Centre Change Rooms Refurbishment	Badminton Centre - Roof Replacement		
Victoria Park (VP)												VP Ovals & Lighting		VP Cricket Nets VP Pavilion	
Ballarat Regional Tennis Centre (BRTC)													BRTC LED Courts Lighting	BRTC Hot Shots Courts	BRTC Clay Courts Resurfacing
Learmonth Recreation Reserve (LRR)													LRR Changerooms Refurbishment	LRR Electronic Scoreboard LRR - Netball Courts & Lighting (x2)	
Wendouree West Recreation Reserve (WWRR)													WWRR Pitches & Lighting Wendouree WWRR Pump Track	WWRR Sports Pavilion Wendouree WWRR Street Soccer Pitch	
Burrumbeet Recreation Reserve														Burrumbeet Cricket Nets Refurbishment	
Llanberris Athletics Track														Llanberris Athletics Track Repairs	
Brown Hill Recreation Reserve (BHRR)															BHRR Splash Park (in progress)
Invermay Recreation Reserve															Invermay Tennis Courts Resurfacing

**> A road map for new recreation infrastructure is needed to service the new growth areas of Ballarat**

A key aim of the Recreation Infrastructure Plan is to clearly define the facility provision standards that will guide the types of facilities and level of investment required across the network of Council sporting and active recreation reserves. These standards will aim to provide equity in facility provision so that all residents can enjoy access to high-quality sport and recreation-based assets, including new growth areas. The demand modelling will help inform the type of recreation facilities and playing fields needed to meet future demand at both existing recreation reserves and in new growth areas.

The City of Ballarat Growth Area Framework Plan for the western and north-western growth areas together with the Ballarat West PSP and Ballarat North PSP has identified community infrastructure requirements. The review found:

- It is expected that the growth areas densities will be 15 to 20 dwellings per hectare, Council estimates that the PSPs will accommodate approximately 20,102 to 26,803 dwellings and be home to approximately 54,275 to 72,368 residents in the growth areas.
- There is a projected shortfall in active open space identified as part of the Ballarat West PSP Review process. The overall supply of active open space in the PSP will reduce from 57ha to 32.8ha. It is recommended that Council investigate the feasibility of establishing a 30ha regional active open space reserve within the western or north-western growth areas.

- The assessment indicates a potential combined need of 56ha of unencumbered passive open space. However, there may need to be a trade-off for active open space.
- It is recommended a hierarchy of open spaces in the PSP are identified in line with Ballarat Open Space Strategy.
- It is projected that four Active Open Space reserves within the Ballarat West PSP will be planned for, designed, and delivered within the next 15 years.
- Indicatively, the western growth area should include 52ha of active open space. A regional active open space (30ha) is proposed.
- Indicatively, the north-western growth area should include 29ha of active open space.
- Indicatively, the Ballarat North PSP proposes approximately 20ha of active open space areas.
- Although some indoor recreation needs of the western growth area are likely to be catered for by the proposed 8 court indoor recreation facility earmarked for Community Hub 3 in the Ballarat West PSP, it is recommended that 1 additional indoor recreation centre be established to service both western and north-western growth areas.
- No additional aquatic leisure centre provision is recommended due to reasonable proximity to Ballarat Aquatic and Lifestyle Centre. However, it is recommended Council identify what, if any, facility expansion/redevelopment needs might be required to cater for future demand generated by growth areas.



Figure 1: City of Ballarat Growth Areas (Source: City of Ballarat, 2021)

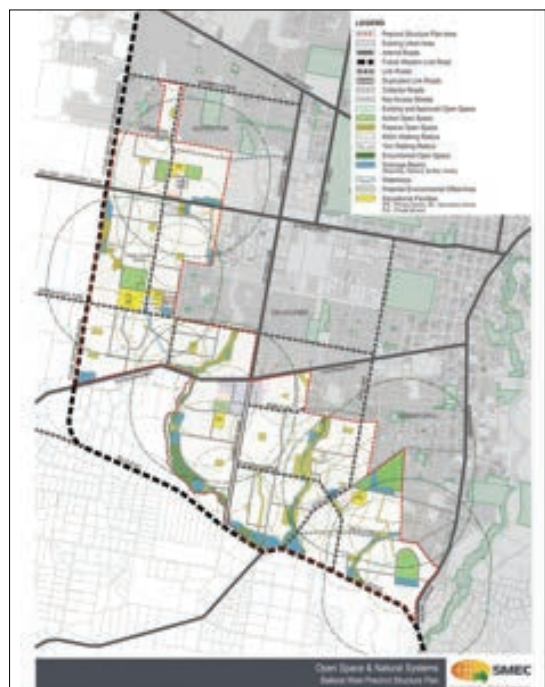


Figure 2: Ballarat West PSP Proposed Active Open Spaces Map (Source: City of Ballarat, 2024)

## 3. Planning Framework

### > Recreation Infrastructure Planning Framework

A planning framework with facility provision standards has been designed that includes a Recreation Infrastructure Network Hierarchy. This hierarchy is applied to current and future recreation facilities. This hierarchy is supported by design standards (**Appendix 1**).

The design standards are scaled for local to district to regional to State/National level participation and competition standards. The preferred facility design guidelines from sports have helped inform the design standards. Contemporary sports facility design standards complement the design standards including design guidelines for making spaces for girls and women, transgender and gender diverse people, and universally accessible places.

The hierarchy and design standards have informed the development of a detailed inventory and growth area provision requirements. The full inventory is provided in the Background Report and includes a detailed description of users, detailed condition assessment outcomes of sports fields, how field capacity levels and asset condition and fit-for-purpose ratings are applied.

Indicative sports facility layouts for local, district and regional sports facilities have been prepared to support the hierarchy and design standards. These layouts will assist with growth area planning.



### Recreation Infrastructure Network Hierarchy



**International:** International facilities are the highest-level facilities, capable of hosting international events and competitions and national competition games. These facilities promote elite sport competitions and games and provides entertainment. Example of this facility is Mars Stadium.

International facilities have very specific requirements which vary depending on the sport they service, the spectator seating and amenity required for the capacity of the venue, including corporate suites to public seating areas. They are venues that include a high level of technology including large electronic scoreboards, lighting and sound systems for entertainment purposes. They are normally provided for by State and Federal Governments, national sporting organisations and professional sporting clubs.



**State/National:** A facility with the ability to host state/national competitions and events or to serve as a state/national performance training hub for one or more sports codes. They are destinations for sport and recreation and events and deliver social and economic benefits to the wider regional/country region. An example of this type of facility is Ballarat Sports Events Centre.



**Regional:** A facility with the ability to provide for regional or municipal catchment. They can host regional competitions, serve as a regional high-performance training hub for one or more sports codes or provide community participation opportunities for a high number of people across municipal boundaries. Regional spaces and places are often the primary centre of co-located, multi-sport and active recreation facilities within a regional catchment. Generally, 15ha+ in size or provides a specialist elite sports facility. An example of this facility is Ballarat Regional Soccer Facility and Ballarat Aquatic and Lifestyle Centre.



**District:** A facility with the ability to provide for organised community sport participation opportunities for a catchment of one to three suburbs. They provide multiple fields and opportunities for a number of teams/competitors/participants within a district to participate. This community facility is 5ha to 15ha in size. An example of this facility is Marty Busch Reserve.

A district **active recreation hub** would have three to five active recreation facilities such as skate park, informal hard court, climbing wall, outdoor gym stations and fitness track.



**Local:** A facility that provides for organised community sport participation opportunities for a local neighbourhood or community catchment. This community facility is 1ha to 5ha in size and provides for local community or junior-sized sports fields of play. They are overflow venues for various outdoor sports on natural grass fields. An example of this facility is White Flat Reserve Oval.

A local active recreation hub would have up to two active recreation facilities.



## 4. Supply Analysis

### > Ballarat has a good distribution and access to a diverse mix of recreation infrastructure

The City of Ballarat has a diverse network of local, district and regional recreation facilities that are well distributed across the municipality.

These facilities support athlete pathways from grass-root community sport to elite level competition. They are great places to be active and present an opportunity to improve community health and wellbeing whilst also delivering economic/tourism benefits.

There are:

- More than 100 recreation and sporting facilities (stadiums, fields, pitches, greens and courts).
- 59 outdoor sporting grounds.
- 41 competition standard tennis courts.
- 30 lawn bowls greens (private and public clubs)
- 13 indoor netball and basketball courts and an additional 19 outdoor netball courts (plus two additional courts

funded and in delivery in Year 1 and 2).

- National/State level sports facilities including Mars Stadium, Ballarat Soccer Stadium, Lake Wendouree Rowing Course and Ballarat Sports Events Centre.
- Regional sports facilities including for equestrian, tennis, badminton, table tennis, hockey, baseball, athletics, squash and racquet ball.
- One regional indoor aquatic and leisure centre, two splash parks (soon to be three) and three outdoor aquatic facilities. The Brown Hill Outdoor Pool is being replaced by a new splash park.
- BMX track, velodrome, criterium track and mountain bike park destination.
- Skate parks, pump tracks and skateboard facilities.
- Contemporary active recreation hubs across the City of Ballarat have been developed, including MR Power Park, Wendouree West Recreation Reserve, and Mount Pleasant Reserve.

The map has applied the planning framework across the existing recreation facilities network.

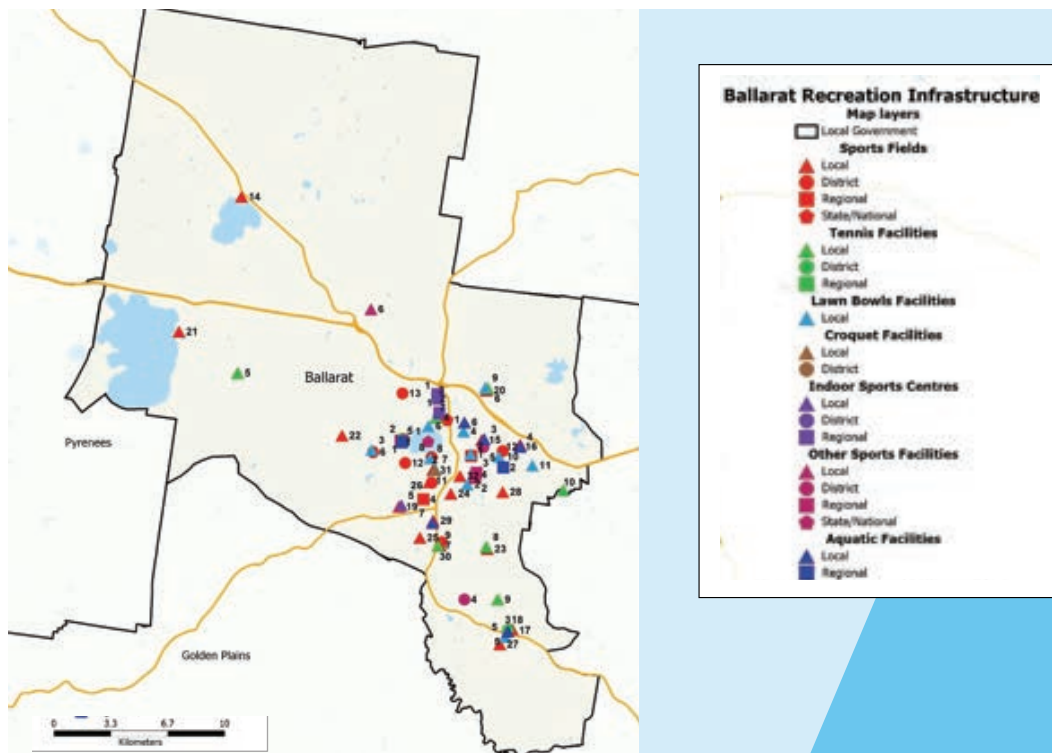


Figure 3: Map of Sports Facilities in Ballarat (Source: Metro Maps, 2023)



The supply analysis shows:

- There is a good distribution of local, district and regional sports facilities across the City of Ballarat. These facilities service the current residential areas and are reaching capacity. This means additional sports facilities will be required to service the new growth areas proposed for Ballarat.
- Each township area has access to a local or district sports facility that supports the local football, netball and cricket clubs. These sports facilities are supported by secondary (overflow) fields that provide for junior and low-level senior teams.
- Soccer competition is primarily serviced by the Ballarat Regional Soccer Facility and complemented by district soccer facilities in Buninyong (south), Wendouree West (north), Trekardo Park/Pleasant Reserve (central), Russell Square (east) and St George's Reserve (south). All these venues have been upgraded and are in good condition.
- Most outdoor sports fields, lighting and pavilions are of high quality, in good condition and fit for purpose. This is due to the City of Ballarat's investment to improve the capacity of fields of play and deliver gender-friendly and universal accessible sports facilities.
- Regional sports facilities for indoor sports (Ballarat Sport Events Centre), AFL (Mars Stadium), soccer (Ballarat Regional Soccer Facility), athletics (Llanberis Athletics Centre), badminton (Ballarat Badminton Centre), table tennis (Ballarat Table Tennis Centre), tennis (Ballarat Regional Tennis Centre), squash (Ballarat Squash & Racquetball Centre), rowing (Lake Wendouree Rowing Course), touch football (Russell Square), equestrian (Victoria Park), hockey (Prince of Wales Park Hockey Centre) and baseball (Prince of Wales Park Baseball Centre) provide for both local domestic competition and also attract regional, State and National events to the City of Ballarat. In most cases, these regional facilities are in good condition and a plan for renewal to maintain the social and economic benefit the deliver the City is required.
- The Ballarat Sports Events Centre primarily services the indoor sports competitions for basketball, netball and volleyball and Ballarat Aquatic and Lifestyle Centre for gymnastics. This facility is supported by Llanberris Netball Centre and Doug Dean Stadium (social basketball and roller sports). The support facilities are in reasonable condition but a plan for renewal is required. There are also private and school based indoor facilities servicing indoor sports including the Minerdom and two private gymnastics clubs and a regional indoor bowls facility (Sebastapol).
- Tennis competition is provided across six venues. The Ballarat Regional Tennis Centre, Warrenheip Tennis Centre, Buninyong Tennis Centre, Buninyong Recreation Reserve Tennis Courts, Ballarat Lawn Tennis Centre and Mt Helen Tennis Courts. These courts are generally in good condition. The other tennis courts operate as public use courts and are in average condition.
- There are 30 lawn bowling greens in the City of Ballarat provided at public and private clubs (14). Twenty of these greens are grass and ten are synthetic. Most bowls facilities have access to two greens with a mix of grass and synthetic greens. There is one indoor bowls facility at

Sebastapol Bowls Club (private club).

- There are bike sports facilities that support all cycling disciplines, including BMX, mountain biking, road cycling, track (velodrome), cyclocross and criterium racing.
- Contemporary active recreation hubs across the City of Ballarat have been developed, including MR Power Park, Wendouree West Recreation Reserve, and Mount Pleasant Reserve.
- There are other providers of recreation infrastructure in the City of Ballarat that complement the sports facilities provided on public land. Most golf courses are on private land. They offer green fee play as well as member use. The private and public schools, including Federation University, provide indoor and outdoor sports facilities often used for training and school-based competition.

### **Ballarat recreation infrastructure is maintained to a high standard and are generally well used, but some facilities require renewal or are not fit for purpose and attract low use.**

A detailed site assessment shows recreation infrastructure has been developed to address key asset condition and fit for purpose issues, whilst improving the capacity and quality of infrastructure, so it meets the needs of user groups. These improvements have been identified in master plans and asset renewal programs. The Council has invested in the delivery of these master plans.

Funding is proposed for delivering several projects in the short term. These have been identified in year one and two of the Road Map.

The planning framework with design standards will help inform these master plans and the future development of sports facilities.

Recurrent programs of infrastructure improvements and minor capital works will be required to maintain an appropriate level of community sporting facility provision in line with the Planning Framework and are included in the roadmap. Regular monitoring, reviewing and updating the Asset Management Plan and asset renewal programs will ensure an appropriate level of investment is provided to manage asset lifecycle improvements and in return maximise community benefit. These programs include items such as hard courts and surface renewals on a cyclical basis.

## 5. Demand Analysis

### > Population growth is fuelling participation in indoor and outdoor sports.

Population growth is fuelling participation in organised indoor and outdoor sports in Ballarat. The City of Ballarat population of 113,471 (2021) will grow to 142,627 by 2036 and 170,000 by 2041. Ballarat also has a high proportion (58%) of the community within the most active age groups between 5 and 49 years that is driving participation demand in organised sports. The active age group will grow from 65,809 in 2021 to 80,911 by 2036.

There are an estimated 55,971 participants across 20 major participation sports assessed within the City of Ballarat, which will grow to 70,259 by 2036. An additional 14,288 sport participants are projected in the next 15 years across these sports. If current participation rates are maintained, additional sports facilities will be needed to cater for the projected major sport participation growth.

Table 2: Participation Projections 2021–2026–2036

Sports	2021 Total Participation – Model Participation Rate	2026 Total Participation – Model Participation Rate	2036 Total Participation – Model Participation Rate
<b>Outdoor Field Sports</b>			
Australian Football	6,091	6,558	7,645
Baseball	325	351	409
Cricket	3,424	3,695	4,301
Football (Soccer)	5,405	5,824	6,786
Golf	4,796	5,208	6,034
Hockey	1,053	1,134	1,322
Touch	1,463	1,580	1,838
<b>Outdoor Sports Courts and Greens</b>			
Netball	4,385	4,729	5,507
Tennis	5,602	6,050	7,038
Bowls	1,106	1,202	1,392
<b>Indoor Sports</b>			
Basketball	6,813	7,330	8,550
Badminton	5,201	5,568	6,517
Table Tennis	2,714	2,890	3,396
Volleyball	753	816	947
Gymnastics	3,323	3,540	4,158
<b>Other Sports</b>			
Equestrian	700	755	879
Rowing	386	418	486
BMX	166	177	208
Cycling	1,632	1,766	2,052
Mountain Biking	631	684	794
<b>Total</b>	<b>55,971</b>	<b>60,277</b>	<b>70,259</b>

\* Rugby participation cannot be estimated because there are no Victorian participation rates available. The national participation rate is not representative of the local or Victorian participation rate for adult (15+ years) or child (0 to 14 years). We can however assume the touch football national participation rate is reflective of both touch football and rugby participation.

\*\* Athletics and Swimming cannot be estimated because it doesn't capture social jogging in organised groups i.e. Parkrun or learn to swim classes participation.

State Sporting Association registered participation trends have shown an increase or stable participation level across major participation sports. The registered participation data provided by State Sporting Associations affirm this trend in the City of Ballarat.

The table below summarises the current number of sports clubs and associations and their current use of existing sports facilities.

Table 3: City of Ballarat Club/Association Profile 2024

Sport	Number of Clubs/Associations	Facilities Used
<b>Australian Rules Football</b>	<ul style="list-style-type: none"> <li>• 3 Football Associations (inc. Umpires, BFL – seniors' men and women and juniors' boys and girls, CHFL)</li> <li>• 17 Football Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 17 ovals</li> </ul>
<b>Cricket</b>	<ul style="list-style-type: none"> <li>• 2 Cricket Associations (including umpires)</li> <li>• 15 Cricket Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 24 ovals</li> </ul>
<b>Football (Soccer)</b>	<ul style="list-style-type: none"> <li>• 1 Soccer Association</li> <li>• 9 Soccer Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 23 pitches</li> </ul>
<b>Touch/Rugby</b>	<ul style="list-style-type: none"> <li>• 1 Rugby union club</li> <li>• 1 Touch rugby association</li> </ul>	<ul style="list-style-type: none"> <li>• 7 fields</li> </ul>
<b>Swimming/Water Polo</b>	<ul style="list-style-type: none"> <li>• 5 swimming clubs (including water polo)</li> </ul>	<ul style="list-style-type: none"> <li>• 7 pools</li> </ul>
<b>Baseball/Softball</b>	<ul style="list-style-type: none"> <li>• 2 clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 3 diamonds</li> </ul>
<b>Athletics</b>	<ul style="list-style-type: none"> <li>• 1 Associations</li> <li>• 7 Clubs (including 3 which cater for Little Athletics)</li> </ul>	<ul style="list-style-type: none"> <li>• 3 facilities</li> </ul>
<b>Hockey</b>	<ul style="list-style-type: none"> <li>• 1 Association</li> </ul>	<ul style="list-style-type: none"> <li>• 1 pitch</li> </ul>
<b>Table Tennis</b>	<ul style="list-style-type: none"> <li>• 1 Association</li> </ul>	<ul style="list-style-type: none"> <li>• 27 tables</li> </ul>
<b>Basketball</b>	<ul style="list-style-type: none"> <li>• 1 Association</li> </ul>	<ul style="list-style-type: none"> <li>• 14 courts</li> </ul>
<b>Badminton</b>	<ul style="list-style-type: none"> <li>• 1 Association</li> </ul>	<ul style="list-style-type: none"> <li>• 17 courts</li> </ul>
<b>Netball</b>	<ul style="list-style-type: none"> <li>• 4 Associations (2 indoor and 2 outdoor)</li> <li>• 10 Netball Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 19 outdoor courts (plus 2 new courts funded and to be delivered in Year 1 and 2)</li> <li>• 12 indoor courts</li> </ul>
<b>Tennis</b>	<ul style="list-style-type: none"> <li>• 3 Associations</li> <li>• 7 Tennis Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 41 competition courts</li> <li>• 18 community courts</li> </ul>
<b>Lawn Bowls</b>	<ul style="list-style-type: none"> <li>• 1 Association</li> <li>• 15 Lawn Bowls Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 13 Council</li> <li>• 17 Private</li> </ul>
<b>Croquet</b>	<ul style="list-style-type: none"> <li>• 1 Association</li> <li>• 2 Croquet Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 6 courts</li> </ul>
<b>Cycling</b>	<ul style="list-style-type: none"> <li>• 2 Cycling Clubs</li> <li>• 1 BMC Club</li> <li>• 1 MTB Club</li> </ul>	<ul style="list-style-type: none"> <li>• 1 BMX track</li> <li>• 1 Criterium track</li> <li>• 1 Mountain bike park</li> <li>• 1 velodrome</li> </ul>
<b>Rowing</b>	<ul style="list-style-type: none"> <li>• 8 Rowing Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 1 course</li> </ul>
<b>Equestrian</b>	<ul style="list-style-type: none"> <li>• 1 Pony Club / Equestrian</li> <li>• 1 Polocrosse Club</li> </ul>	<ul style="list-style-type: none"> <li>• 2 facilities</li> </ul>
<b>Squash/Racquet Ball</b>	<ul style="list-style-type: none"> <li>• 1 Association</li> </ul>	<ul style="list-style-type: none"> <li>• 11 courts</li> </ul>
<b>Target Sports</b>	<ul style="list-style-type: none"> <li>• 4 Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 4 facilities</li> </ul>

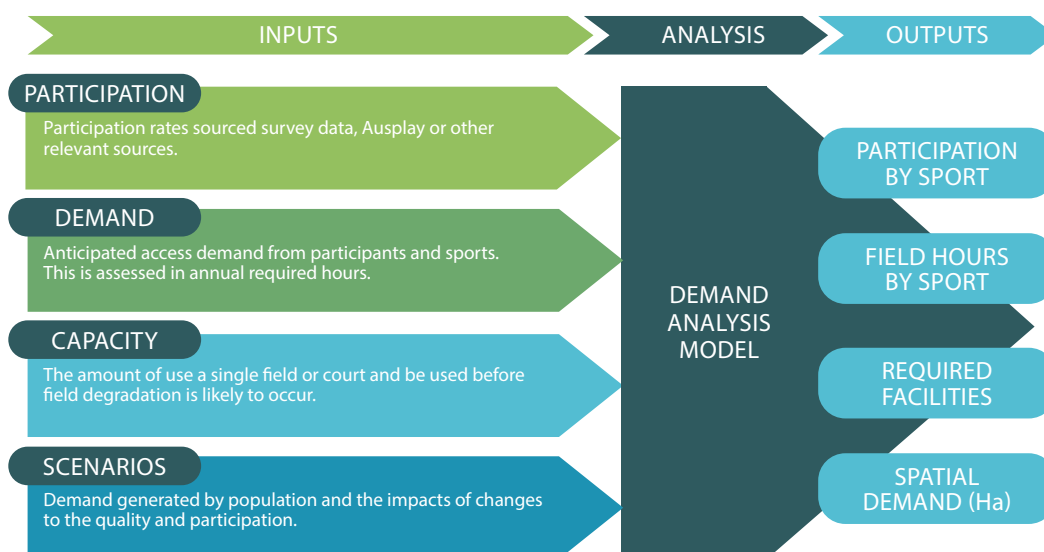
The Physical Activity and Sport Insights (PASI) conducted sports participation research in 2021 into the sports participation rates in Central Highlands and Grampians Pyrenees and Victoria wide.

The research found that the City of Ballarat participation rate is higher than the Victorian participation rate for Australian Rules football, basketball, gymnastics, hockey, netball, football (soccer) and swimming; the same for cricket; and lower for sailing and tennis.

> **If there is no change, there will be a shortfall in playing fields to meet 2036 participation demand**

A facility demand model has been developed to inform the current and future field requirements to meet sports participation demand in the short term, medium term and long term.

The Otium Analytics **Demand Analysis Model** determines the estimated participants, required hours of access, number of facilities, playing space and total space for sports. The model considers shared use of facilities. The infographic below shows the key inputs and outputs of the model.



The model considers the current field capacity, participation rates, and usage levels. Other factors such as the capacity of a field to accommodate playing numbers, the current distribution of clubs to fields, opportunities for clubs to share and capacity to provide for other sports i.e. emerging sports need to be overlaid.

The Otium Analytics Demand Analysis Model shows a current and future shortfall of indoor and outdoor playing fields to provide for these participants in the future. The model predicts:

Table 4: Facility Requirements 2022 – 2036

Sport	Current Field Access	Current Surplus / Deficit of Field Access	Future Surplus / Deficit of Field Access
Australian Rules Football	17 fields	-7 fields	-13 fields
Baseball	3 field	+1 field	0 fields
Basketball	14 courts	-6 courts	-12 courts
Bowls	30 greens	+18 greens	+15 greens
Cricket	24 fields	-5 fields	-13 fields
Football-Soccer	23 fields	-13 fields	-23 fields
Hockey	1 field	-1 fields	-2 fields
Netball	21 courts	+2 courts	-1 courts
Tennis	59 courts	+1 court	-14 courts

\* The current field capacity does not include school or private facilities, except for basketball that includes the Minordome indoor courts for basketball.

The number of playing fields required can be reduced by increasing capacity on the existing sports field network by introducing synthetic surfaces, upgrading sports fields of low quality, installing lights on fields and joint use of school fields and courts for training and competition. However, local factors like distribution and accessibility, programming of competitions, capacity for clubs to share, local participation rates of other sports not modelled i.e. emerging sports, need to be taken into account.

The model confirms the requirement of new additional playing fields in the new growth areas of Ballarat. The new growth areas will need to provide for active open spaces that include:

- Multi-sports fields for AFL, cricket, football-soccer, rectangular sports, emerging sports and netball courts.
- A regional indoor recreation facility with indoor courts to support basketball and other indoor sports is required.
- Provide two district tennis facilities and upgrade regional tennis facility.
- The model supports retaining three baseball fields (currently provided at Prince of Wales Park) and an additional two hockey fields proposed in the Ballarat Hockey Feasibility Study.

- Other emerging sports. These sports were not modelled because the participation data is not statistically valid. However, providing multi-sport playing fields and flexible multipurpose facilities means these sports are provided for within the plan to ensure the opportunity for these sports to establish in a sustainable manner that provides facility provision for current and future demand. Future active open spaces should be designed with expansion areas to support additional sports facilities for other sports when demand is realised.

Beyond the demand analysis for major participation sports, a detailed analysis of the current inventory, participation and usage levels by all sports, the condition of council recreation assets and stakeholder engagement to understand priorities has informed the recommendations to ensure key facility provision gaps for all sports were identified and addressed through future infrastructure investment.



### First Nations

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2,160

Aboriginal and Torres Strait Islander  
Census population of the City of Ballarat in 2021.  
(1,080 were males and 1,080 were females).

Supporting culturally safe sport and active  
recreation participation opportunities will  
be important to encouraging participation for  
Aboriginal and Torres Strait Islander people.

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### Cultural and Linguistically Diverse


12,868  
born overseas

living in the City of Ballarat in 2021.

Providing a diversity in sport and active recreation  
participation opportunities will be important to  
encouraging cultural and linguistically diverse  
people to participation.

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### LGBTIQA+


10%

Almost 10% of City of Ballarat residents identify  
as LGBTIQA+ compared to about 5.7% of Victorians.  
This equates to over 10,000 residents.

Supporting initiatives like Pride Cup that breaks  
down the barriers to participation by LGBTIQA+  
people will encourage greater participation.

---

### Disability


8,380  
people

with a need for assistance living in the  
City of Ballarat, with the largest age group being  
85 and over year olds in 2021.

Providing universal access to sport and active  
recreation facilities and supporting adaptive sports  
competitions and programs will encourage greater  
participation.

#### > Culturally sensitive participation opportunities will encourage Aboriginal and CALD community

The presence of Aboriginal, Torres Strait Islander, and diverse overseas-born populations in the City of Ballarat highlights the need for an inclusive and culturally sensitive strategy. Tailored programs, cultural competency, and accessibility for all residents, regardless of their cultural background, should be prioritised.

#### > Affordable participation opportunities are important to encourage healthy and active lifestyles

The low median income and SEIFA Index of Disadvantage for townships like Wendouree (SEIFA 855.9 – 5%), Sebastopol (SEIFA 882.2 – 7%), Ballarat East-Eureka-Warrenheip (SEIFA 948.6 – 19%), Golden Point-Mount Pleasant-Canadian (SEIFA 974.7 – 29%) and Delacombe (SEIFA 979.7 – 31%) emphasise the need for an inclusive and affordable strategy. Prioritising affordability, community outreach, and programs addressing specific challenges disadvantaged populations face is crucial to promote well-being and reduce barriers to participation.

#### > City of Ballarat is facing a health crisis – We need creative ways to reverse this trend

The high rates of pre-obesity/obesity underline the importance of a strategy focusing on physical and mental well-being. Such a strategy can offer preventive and rehabilitative measures, reduce healthcare costs, and improve overall health.

The impact of COVID-19 pandemic has seen a decline in participation and an impact on social connectedness, physical health and mental wellbeing as residents endured isolation from family, friends and community. Addressing these concerns and exploring ways to encourage a return to participation in sport and active recreation will be important to improving levels of community health and well-being in local communities.

Time constraints, poor health or disability, and cost are identified as common barriers to meeting daily physical activity guidelines. The strategy should address these barriers and provide solutions to make physical activity more accessible.

To address this challenge, we need to adapt and design recreation infrastructure for the City of Ballarat communities in a way that responds to participation trends, leisure patterns and community expectations.

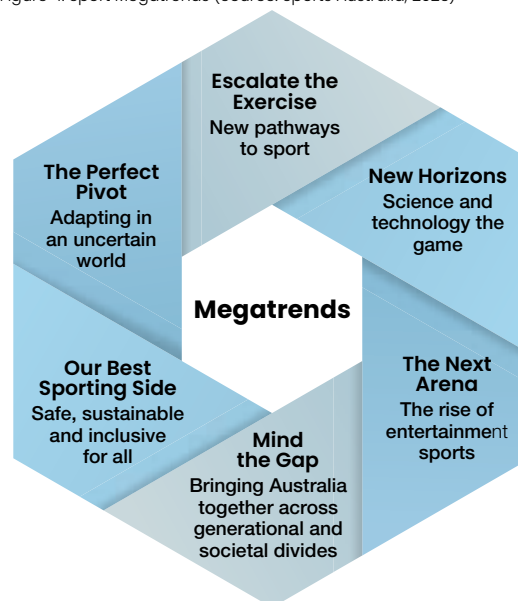
## 6. Trends Analysis

### > Diverse and accessible network of sports facilities are needed to deliver the full range of activities and benefits

The key trends influencing the provision and design of sport and recreation facilities and services are:

- There is a trend for new or improved sport and recreation facilities to be designed as multi-use and multi-functional. This is partly due to sports facility investment being used smarter to avoid putting unnecessary financial pressure on Council by duplicating facilities with available capacity.
- Insights from the COVID-19 pandemic highlighted the importance of local open spaces and the growing expectations from the community around the quality of their open spaces. The community is increasing their informal active recreation use of sports precincts which is resulting in conflict with formal sport programming and facility capacity issues.
- The large growth in female participation within traditionally male-oriented sports is increasing pressures on playing facilities and increasing the need to diversify amenities to be universally accessible.
- Whilst the nature and intensity of participation in sport may change over time, the need for suitable and adaptable spaces to accommodate demand will remain. Future facility provision and design needs to ensure spaces are adaptable to accommodate changing participation trends.
- The location of sports precincts needs to be accessible to most of the community in order to maximise use. They should be well connected by active transport links and public transport.
- Over the coming decade, we will see more sporting organisations and products compete for a share of national and global audiences. As a result, both established sporting codes and sports new to these markets will consider how to engage contemporary consumers and adjust their view of spectators to take advantage of the increasingly dynamic and diverse global media landscape.
- Sports, including BMX, skateboarding and sport climbing have become increasingly mainstream and part of the Olympic Games program. These sports may no longer be considered extreme, but the lifestyle elements are especially important to many participants, and the degree of organisation is still developing.

Figure 4: Sport Megatrends (Source: Sports Australia, 2023)



Recent benchmarking of councils shows that they are responding to these changing trends in several ways. Key strategies for consideration are:

- Master planning of sport and recreation facilities and open spaces is becoming increasingly important to ensure well-planned, flexible, multi-use spaces that can adapt to community needs into the future.
- Contemporary planning seeks to create 'community sport and recreation hubs' that can meet a broader range of needs and facilitate higher utilisation and viability.
- Awareness of the importance of 'risk management' and the need for a 'whole-of-life' approach to facility development and asset management.
- A network of sport and recreation precincts that provide a well-designed mix of community, commercial and service facilities for a range of activities.
- Facility designs need to ensure specific needs of key users can be met, including universal design and female-friendly principles.

Peak sporting bodies are using Sport Australia's megatrends research – The Future of Australian Sport, conducted by CSIRO in 2013 and again in 2022 to design new participation programs to attract a broader audience or improve the

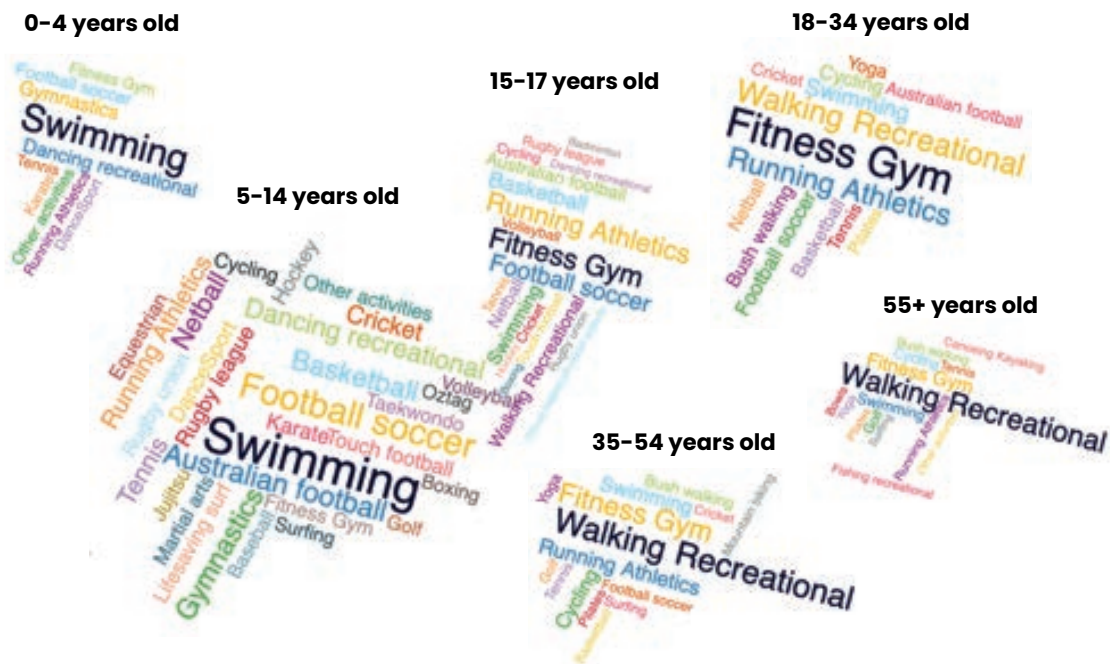
retention rates of players. The 2022 megatrends are patterns of social, economic, or environmental change that will shape the Australian sports sector over the next decade and beyond.



> Recreation facilities in the future will need to respond to emerging sports and new formats

The sporting landscape can rapidly change. The graphic below shows the most recent AusPlay Survey 2021 results for the most popular sport and physical activities across age groups. The graphic shows a wide range of sports and physical activities are now being played, outside traditional

sports. This is particularly the case for adult participation where unstructured sports that can be played at flexible times and support a person’s lifestyle, health and wellbeing are now preferred.



While a high proportion of children are active in organised sport out-of-school hours, as people age the focus of physical activity shifts more and more from organised sport to recreational non-sport physical activities. This is reflected in the most popular physical activities at each life stage, as show here above.



We have seen traditional sports introduce new formats that are gaining in popularity and growing participation. These new formats of traditional sports have broadened the audience of participants to sports. Examples include:

- New formats that are derivatives of traditional sports. Examples include pickleball and padel are derivatives of tennis now being played in indoor courts and outdoor tennis court venues; footgolf and disc golf are derivatives of golf, football and ultimate frisbee.
- Social fast-paced competition formats that are played on smaller fields take less time to play and are more accessible. Examples include AFL9's Netball Fast 5, Cricket T20, and Rugby Sevens.

The recent AusPlay Survey 2021 also shows several new emerging sports and trends in Australia. These include:

- Female sports: Women and girls sports have been the fastest growing participation across traditional and emerging sports.
- eSports (Exergaming): eSports or competitive gaming has been gaining popularity not just in Australia but worldwide. There are now several eSports leagues and tournaments.
- Virtual training and racing: Zwift is an example of an online platform that allows cycling to connect their indoor trainers or stationary bikes to a virtual environment through a computer or smart phone. Zwift features include gamification elements, allows for multiplayer and social cycling, and now host racing events and challenges.


- Adventure racing: Trail based events that are hosted in nature and include extreme sports like mountain biking and trail running. These sports are growing in popularity.
- Adaptive and inclusive sports: Adaptive sports for people with disabilities are gaining recognition and support. These sports promote inclusivity and support people with a wide range of abilities. There is a growing number of adaptive sport competitions offered from local community to elite level. These include blind cricket and wheelchair sports for Australian Rules Football, rugby, basketball and tennis.
- Combat sports: Mixed Martial Arts (MMA) is an example of a combat sport in Australia growing participation with more gyms and competitions emerging and greater visibility of the sport through the global popularity of Ultimate Fighting Championships (UFC).
- Climbing and bouldering: Indoor and outdoor climbing and bouldering facilities have become more.

**The Recreation Infrastructure Plan will include principles and actions that ensures all new and upgraded sport and recreation infrastructure supports inclusion and is multi-use and sustainable.**

The following design principles have been developed to help inform the future design of the recreation infrastructure. It will be used to guide the future prioritisation framework.




**Accessible and Inclusive**  
Facilities and spaces will be universally designed and inclusive, fostering participation in physical activity by all our community, across all life stages, genders and cultures.




**Diverse and Equitable**  
Facilities and spaces will offer a diverse mix of facilities, programs and experiences. Council will provide an equitable distribution across the municipality.



**Safe and Welcoming**  
Facilities and spaces and programs are designed to be visible, open and welcoming to the community, creating a safe place for girls and women to participate.



**Multi-Use**  
Facilities and spaces will be multi-use, offering several activities, programs and experiences for users.



**Connected**  
Facilities and spaces connection across our communities and our unique natural environment.



**Sustainable**  
Facilities and spaces will be designed and operate efficiently, whilst being well managed and maintained.



## 7. Stakeholder Engagement

### > State Sporting Associations support demand for additional playing fields

There were nineteen State Sporting Associations that contributed participation data and advice on key issues and demands impacting their sport in the City of Ballarat.

Most State Sporting Associations confirm registered participation has increased from 2018 to 2023 across all age groups and genders. The data shows a particular increase in junior and female teams. There has been an introduction of modified playing formats and competitions to encourage and support more people playing sport.

Current facilities have been upgraded to increase capacity and address fit for purpose issues such as female friendly design and accessibility. These improvements are welcomed by State Sporting Associations. For major participation sports,

including Australian Rules football, basketball, cricket, football (soccer) and hockey, these facilities are nearing capacity.

State Sporting Associations identify a need to plan for additional playing fields to support the proposed growth areas of the City of Ballarat.

### > Local Sports Clubs and Associations are satisfied with recreation infrastructure and advocate for additional and improved facilities to meet the growing interest in alternate formats and increase participation

A total of 68 clubs and associations responded to the survey. The full list of clubs and associations that completed the survey is in the following table.

Table 5: List of clubs and associations

Clubs and Associations		
Alfredton Baseball Club	Ballarat Roller Derby League	Greater Western Victoria Rebels
Ballarat Alexandra Croquet Club	Ballarat Royals Baseball Club	Hockey Ballarat
Ballarat Badminton Association	Ballarat Sebastopol Cycling Club	Invermay Bowling Club
Ballarat Bowling Club	Ballarat Swimming Club	Lake Wendouree Football Netball Club
Ballarat Bulldogs All Abilities Football Netball Club	Ballarat Table Tennis Association	Learmonth Football & Netball Club
Ballarat Cricket Association	Ballarat Triathlon Club	Lucas Little Athletics Club
Ballarat Dog Club Inc	Ballarat Ultimate Inc	Midlands Bowls & Golf Club Inc
Ballarat Football Netball Club	Ballarat Walking Football	Mount Clear Junior Football & Netball Club
Ballarat Football Netball League	Ballarat Waterpolo Association	Mt Helen Tennis Club
Ballarat Football Umpires Association	Basketball Ballarat	Mt Xavier Golf and Bowls Club
Ballarat GCO Swimming Club	Buninyong Cricket Club	Napoleons Sebastopol Cricket Club
Ballarat Gold Swimming Club	Brown Hill Netball Club	North Ballarat Cricket Club
Ballarat Greyhound Racing Club	Buninyong & District Tennis Association	Prince of Wales parkrun
Ballarat Harriers Athletic Club	Buninyong Bowling Club	Redan Football and Netball Club
Ballarat Highlands Bowls Region	Buninyong Little Athletics	Russell Square Community Sports Centre
Ballarat Lawn Tennis Club	Club Mud	Sebastopol Vikings Soccer Club
Ballarat Memorial Sports Bowling Club	Creswick Imperials Cricket Club	Swordcraft Ballarat
Ballarat Netball Association	Dragons Abreast Ballarat	Victoria Bowling Club Inc
Ballarat Petanque Club	East Point Football Netball Club	Vic Country Futsal - Futsal Ballarat
Ballarat Pony Club	Forest Rangers Soccer Club	Volleyball Ballarat
Ballarat Redan Cricket Club	Golden Dragons Dragon Boating Club	Warrenheip Tennis Club
Ballarat Regional Athletic Centre	Golden Point Cricket Club	Webbcona Bowls Club
Ballarat Regional Tennis Centre	Goldfields and District Lacrosse League	

The following key themes were raised.

**High satisfaction with playing areas but concerns with clubroom facilities**

- Venues like Buninyong Royal Park, Eastern Oval, C E Brown Reserve, and Northern Oval were rated highly for their well-maintained playing surfaces.
- However, there were reports of dissatisfaction regarding the condition of clubrooms and changing facilities. Specifically concerns about inaccessible changing areas, outdated clubrooms, safety hazards, and failure to meet standard guidelines.

**Growing interest in alternate formats that are more flexible and social**

- For example, there is growing interest in alternative hockey formats like Indoor Hockey and Hockey 5s.
- Shift towards casual participation, allowing individuals to engage when it suits them rather than committing to regular competition.

**Increase in participation across many sports. Additional facilities required to meet future demand**

- Increasing membership and participation. However, there was a concern about declining youth participation.
- Examples include Ballarat Hockey Centre experienced growth over six years, except for 2020 and 2021 and Futsal Ballarat saw a 204% increase in registered players since 2019.
- Growth in swimming, basketball, and disc golf was observed, attributed to post-COVID enthusiasm and targeted efforts.

- Increasing capacity of existing facilities and providing additional facilities as the community grows is important to facilitate future participation across all sports.

**Growing girls and women participation in sport. Providing equitable provision of recreation infrastructure is important**

- Most clubs indicated growing participation of girls and women, with some clubs and sports performing better than other, such as netball, parkrun and the pony club. Equitable provision of recreation infrastructure is important to support participation growth.
- Challenges remain in increasing female representation in coaching, officiating, and leadership roles, highlighting ongoing efforts for gender inclusivity in sports.

**Maximising existing facilities through changes in operations**

- Utilising facilities more effectively and implementing programming changes.
- Expanding sports offerings and maintaining infrastructure.
- Adjusting scheduling and enhancing community engagement efforts.
- A key challenge for clubs and associations is recruiting volunteers and the increasing administrative and governance expectations of peak body.

A detailed summary of the consultation findings is available in the Engagement Findings Report.



## Strategic Directions

### > Vision

Based on the above key issues and opportunities, the following strategic vision is recommended to guide the Recreation Infrastructure Plan 2024-2039.

## > Vision

**Ballarat recreation infrastructure will equitably support everyone in the community to participate in sport and recreation today and into the future.**



### > Objectives

The following five strategic objectives and approaches inform the roadmap by responding to key issues and opportunities and achieving the vision. They will be applied to the recreation infrastructure network in Ballarat and will guide discussions with project partners.



#### **Planning – Review sports facilities in a well-planned and sustainable way**

Proposed strategic approach:

- Adopt Facility Provision Standards with a hierarchy of recreation infrastructure and design standards and apply these to growth area planning and use them to guide improvements on existing sites.
- Conduct functional and condition asset audits of key asset categories of sports facilities, including lighting and pavilions, and include them in the Asset Management Plan. The audits should include a Gender Impact Assessment as well as review usage and demand, condition, and whether the facility is fit for purpose against contemporary sports facility design standards.
- Continue to deliver a program of master plans for recreation reserves, including proposed active open spaces in new growth areas.

#### **Infrastructure – Deliver diverse and multi-use sports facilities that respond to community needs**

Proposed strategic approach:

- Invest in the actions proposed in the Road Map
- Continue to invest in the renewal of recreation facilities.
- Increasing the capacity of recreation infrastructure through reconfiguring/redesigning and upgrading fields of play.

- Introducing synthetic surfaces in strategic locations and identifying locations for all-year-round access for field sports.
- Improve climate resilience in the future development of sports facilities through environmentally sustainable design, including decreasing water and energy consumption and reducing waste.
- Prioritise multi-sport and flexible use of spaces for organised sport and community use where appropriate.

#### **Utilisation – Optimise use and provide equitable access to sports facilities**

Proposed strategic approach:

- Redistribute sporting club allocation including increasing shared use of recreation infrastructure in partnership with peak sporting bodies.
- Adopt the Fair Access Policy principles in planning, designing and allocating recreation infrastructure. This should consider a ground rotation policy across all teams to ensure equitable access to the different standards of facilities.
- Expand the conditions for lease, license and hire agreements to capture usage data/intensity of use information for individual fields and courts.
- Review the Council’s conditions of use and hire to ensure it supports the ability to introduce new user groups to a sports facility.
- Undertake a strategic approach to help establish long term home venues for identified existing clubs, and new and emerging sports within the sporting reserve network over time

#### **Partnerships – Work together to plan, invest in and use sports facilities**

Proposed strategic approach:

- School facilities will only be viewed as support facilities to the provision for City of Ballarat recreation infrastructure, not for primary (competitive) purposes.
- Consult with interest groups including women and girls, transgender and gender diverse people, cultural and linguistically diverse and First Nations people to understand their recreation infrastructure and programming needs.
- Collaborate with State Sporting Associations and local sports clubs and associations to ensure recreation infrastructure is provided to interest groups and that the standard of infrastructure provided is at the appropriate level of competition.
- Collaborate with local sports associations and leagues in the establishment of new clubs and/or strategic re-location of existing clubs, in the planning and development of new active open space reserves in the city’s growth areas.

#### **Advocacy – Advocate for projects that support community sport**

Proposed strategic approach:

- Advocate for State and National funding towards priority projects.
- Explore private investment into priority projects, where appropriate.

### > Road Map

The Recreation Infrastructure Plan provides direction and guidance for priority projects in the pipeline to deliver high-level sporting participation outcomes across the community. The City of Ballarat will now consider funding in Councils Capital Works Program. The Plan is intentional and deliberate and will inform Council's advocacy and advice to other levels of government on priority projects that are eligible under existing funding grants and streams and inclusive of advocacy during election periods.

This is especially important because the Council will need other funding contributions to deliver. The funding strategy requires a partnership approach that includes State and Federal Government funding grants and commitments, National and State Sporting Association funding, developer contributions (particularly important for delivery of recreation infrastructure in proposed growth area active open spaces) and local club contributions. Some projects are expensive and will not and cannot be delivered without government support.

The Road Map identifies an indicative timeframe and priority level for site-specific recommendations (actions) to help inform the Council's long-term financial planning. The site-specific recommendations (actions) are prioritised short-term (0 to 4 years), medium-term (5 to 9 years) or long-term (10 to 15 years). The Road Map identifies project delivery sequencing per Enterprise Project Management Office (EPMO) process through planning (orange), concept development (pink), detailed design development (purple) and construction (jade). This process provides a methodical and planned approach to project delivery.

A quantity surveyor should be engaged to prepare a cost plan as part of the detailed design process to determine project costs. Benchmark cost estimates are provided as a guide only and final design outcomes and timing of delivery will be subject to available funding.

**The road map will be reviewed every two years.** This review process will consider the outcomes of planning and funding processes and ensure that any emerging community and industry trends/demands, as well as external funding opportunities and Council funding capacity, are assessed and priority projects remain relevant throughout its 15-year timeline.



Table 6: Road map

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Sports Fields</b>																	
<b>City Oval</b>	Implement master plan; Redevelop change rooms in grandstand; Provide new netball changerooms and umpires changerooms for City Oval; Exploring joint use of Saxon House between BFNL and BFUA	Short (0-4 years) to Medium (5-10 years)	Construct grandstand football change rooms	Construct grandstand football change rooms				Design new netball and umpires change rooms	Construct new netball and umpires change rooms								
<b>Western Oval</b>	Implement master plan, minor upgrade of sports field and upgrade croquet club toilets; Consider new netball change-rooms at Western Oval in medium term	Short (0-4 years) to Medium (5-10 years)		Construct new shared use toilets to service Croquet and Bridge Club			Design new netball and umpires change rooms	Construct new netball and umpires change rooms		Design sports field upgrade	Construct sports field upgrade						
<b>Victoria Park</b>	Upgrade secondary sports fields and install lighting; New dog obedience building (funding available for Year 1 delivery); Provision of public toilets to service disc golf course and south-eastern portion of Vic Park (per Public Toilets Strategy)	Short (0-4 years) to Long (10-15 years)	Construct dog obedience building		Feasibility and design of public toilet servicing disc golf course and South-East section of Victoria Park	Construction of public toilet servicing disc golf course and South-East section of Victoria Park				Design Pony clubroom improvements	Construct Pony clubroom improvements					Design secondary sports fields and lighting	Construct secondary sports fields and lighting
<b>Prince of Wales Park</b>	Implement master plan including two new synthetic hockey fields, upgraded baseball diamonds, new sports pavilions and relocate archery	Short (0-4 years) to Medium (5-10 years)	Design of new/ refurbished female friendly change-rooms at existing hockey pitch.	Design second hockey field, lighting and pavilion and design new archery facility (Ring Road Reserve). Construction of new/ refurbished female friendly change-rooms at existing hockey pitch	Construct second hockey field, lighting and stage 1 hockey change rooms	Design new baseball diamond and lighting and construct archery facility (Ring Road Reserve)	Construct new baseball diamond and lighting on previous archery range site.	Construct tennis courts LED lighting			Design third hockey field, lighting and Stage 2 Hockey Pavilion	Construct third hockey field, lighting and Stage 2 Hockey Pavilion	Design new shared baseball pavilion including public toilets provision	Construct new shared baseball pavilion including public toilets provision			
<b>Lucas Central Park</b>	Install lights and provide basic toilet and storage			Design oval surface enhancement, lighting and basic toilets and storage provision	Construct oval surface enhancement, consider lighting and basic toilets and storage provision												
<b>CE Brown Reserve</b>	Upgrade Tom Goldsworthy Oval (Wendouree No.2) with lighting and new sports pavilion, using State Government funding, servicing Frank Bourke Oval (North No.2 Oval); Repurpose tennis courts as public multi-sport courts	Short (0-4 years)	Design Wendouree No.2 Oval Redevelopment & Lighting. Design North No.2 Oval new pavilion.	Construct Wendouree No.2 Oval Redevelopment & Lighting. Construct North No.2 Oval Pavilion.	Construct North No.2 Oval Pavilion.								Confirm future use and design multi-sport courts on current tennis courts site	Construct multi-sport courts on current tennis courts site			



Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Sports Fields</b>																	
<b>Eureka (Mars) Stadium / Major Sports Precinct</b>	Implement major projects master plan including additional stadium seating (and change rooms) and new regional athletics centre funded through the Regional Sports Infrastructure Program	Short (0-4 years)	Design grandstand seating including provision of additional change-rooms under grandstand structure and regional athletics centre	Construct grandstand seating and regional athletics centre	Construct grandstand seating and regional athletics centre												
<b>Alfredton Recreation Reserve</b>	Social space extension	Short (0-4 years)	Construct social space expansion	Construct social space expansion													
<b>Morshead Park</b>	Implement master plan. Renew stadium field and synthetic fields; provide grandstand cover and seating shelter; consider additional synthetic pitch	Short (0-4 years) to Long (10-15 years)	Planning for synthetic pitch renewals and shelters.	Design stadium grandstand roof	Construct Synthetic Pitch 2 Surface Renewal and shelters	Construct Synthetic Pitch 4 Surface Renewal and shelters	Construct Stadium Pitch Re-Surfacing and grandstand roof						Design new synthetic soccer pitch	Construct new synthetic soccer pitch			
<b>Doug Dean Reserve</b>	Implement master plan including new change rooms and minor upgrade sports field	Short (0-4 years)	Construct change rooms refurbishment. Design oval redevelopment.		Construct upgrade of oval												
<b>Hollioke Park</b>	Implement regional tennis centre master plan and upgrade regional badminton centre and regional table tennis centre - Refer to details below	Refer to below															
<b>Wendouree West Recreation Reserve</b>	Maintain	Ongoing															
<b>Burrumbeet Recreation Reserve (Lake Burrumbeet Park)</b>	Social space extension	Short (0-4 years)	Construct modular pavilion														
<b>Buninyong Community Reserve (Buninyong Oval)</b>	New netball courts and cricket nets; Consider expansion of social space and additional change room and new kitchen in long term	Short (0-4 years) to Long Term (10-15 years)	Construct new netball courts with lighting and cricket nets			Concept development for amenities improvement at existing pavilion											
<b>Buninyong Recreation Park</b>	Upgrade BMX track (Funded in Year 1)	Short (0-4 years)	Construct BMX track upgrade														

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Sports Fields</b>																	
<b>Royal Park</b>	Deliver Stage 2 Community Building that includes social room for soccer, as part of delivery of Community Infrastructure Plan; upgrades for multisport use	Short (0-5 years) to Medium (5-9 years)			Facility upgrades for multisport use Design Stage 2 social space – Noting delivery is through Community Infrastructure Plan and social space for sporting clubs is a secondary use	Construct Stage 2 social space – Per note above											
<b>Mount Clear Recreation Reserve</b>	Upgrade drainage and irrigation on second field; Netball court redevelopment and line mark existing tennis courts with netball overlay for secondary overflow court (Funded in Year 1)	Short (0-4 years)	Construct netball court redevelopment and resurfacing of tennis courts for multisport use.	Construct Oval No.2 upgrade													
<b>Marty Busch Reserve</b>	Implement master plan including new sports fields, court and pavilion upgrades and track improvements. Consider new cycling hub building. Project partly funded by State Government.	Short (0-5 years) and Medium (5-10 years)	Design - No.2 Oval Pavilion, Criterium Track & CFA Track Construct - New Cricket Nets, Netball Court Redevelopment and BMX Track Resurfacing	Design - Car Park improvements Construct - No.2 Oval Pavilion	Construct - Criterium Track, CFA Track and Car Parking Improvements							Design cycling hub building	Construct cycling hub building				
<b>Tom Brown Reserve</b>	Implement master plan (part of Marty Busch Reserve Master Plan).	Short (0-4 years)			Construct criterium track												
<b>MR Power Park</b>	Implement master plan including new change rooms to support sports field and install lighting	Medium (5-9 years)		Design sports field and lighting and pavilion	Construct sports field and lighting	Construct small pavilion											
<b>Saint George Reserve</b>	Maintain	Ongoing															
<b>Mount Pleasant Reserve</b>	Maintain	Ongoing															
<b>White Flat Oval</b>	Upgrade drainage and irrigation on sports field	Short (0-4 years)								Design sports field upgrade	Construct sports field upgrade						

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Sports Fields</b>																	
<b>Pleasant Street Reserve</b>	Undertake business case that considers the need for additional amenities at Pleasant Street Reserve	Long (10-15 years)										Business case on Stage 2 pavilion expansion including assessment of multi-sport use at Pleasant Street Reserve & Trekardo Park					
<b>Trekardo Park</b>	Maintain	Ongoing															
<b>Sparrow Ground</b>	Maintain	Ongoing															
<b>Eastern Oval</b>	Review master plan. Consider expanding netball changerooms and add storage to social space	Medium (5-9 years)		Construct Eastern Oval Storage Facility	Update master plan						Design netball change rooms	Construct netball change rooms					
<b>Binney Reserve</b>	Prepare a master plan (Consider upgrading sports field and basic change rooms to support local sports facility provision)	Short (0-4 years)	Prepare master plan														
<b>Russell Square</b>	Upgrade north sports fields Provide new reserve entry road off Stawell St and related car parking improvements and storage facilities	Medium (5-9 years) to Long Term (10-15 years)	Design sports north field upgrade			Construct sports north field upgrade									Design new entry road, car parking and storage improvements	Construct new entry road, car parking and storage improvements	
<b>Brown Hill Reserve</b>	Implement master plan including new splash park, upgrading sports field and pavilion and new footbridge across creek. Project partly funded by State Government.	Short (0-4 years) to Medium (5-10 years)	Construct new splash park		Design oval upgrade	Construct oval upgrade		Design pavilion upgrade and expansion	Construct pavilion upgrade and expansion	Car parking improvements following sports pavilion extension and demolition of existing band hall and public toilets						Design new footbridge	Construct new footbridge
<b>Invermay Recreation Reserve</b>	Upgrade of sports field including turf wicket. Consider new training lights	Medium (5-9 years)					Design sports field upgrade & Lighting. Consider provision of basic changerooms facilities to support oval use dependent on level of programming and usage	Construct sports field upgrade									

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Tennis Facilities</b>																	
<b>Ballarat Regional Tennis Centre</b>	Implement regional tennis centre master plan including design for new/redeveloped pavilion to seek external funding opportunities	Medium (5-9 years)					Design regional sports pavilion and amenities										Renewal of tennis courts at end of life
<b>Warrenheip Tennis Courts</b>	Maintain	Ongoing															
<b>Ballarat Lawn Tennis Courts</b>	Renewal of court lighting to LED and tennis courts surface in line with master plan	Medium (5-9 years)					Design synthetic court renewal and LED lighting upgrade	Construct synthetic court renewal and LED lighting upgrade									
<b>Buninyong Tennis Centre</b>	Maintain	Ongoing															
<b>Mt Helens Tennis Courts</b>	Renew courts with synthetic grass	Medium (5-9 years)			Design synthetic court conversion	Construct synthetic courts conversion											
<b>Mount Clear Public Tennis Courts</b>	Repurpose as netball courts but retain tennis court line marking for public use	Short (0-4 years)	Court resurfacing with multi-sport line marking														
<b>CE Brown Public Tennis Courts</b>	Consider repurposing as public multi-sport courts i.e pickle ball, futsal, basketball	Short (0-4 years)											Confirm future use and design multi-sport courts on current tennis courts site	Construct multi-sport courts on current tennis courts site			
<b>Cardigan Village Park Public Tennis Courts</b>	Maintain and align with 2024 community consultation and upgrade of overall reserve	Ongoing															
<b>Marty Busch Reserve Public Tennis Courts</b>	Implement master plan including repurposing as public multi-sport courts, community space and playspace	Short (0-4 years)										Construct multi-sport court					
<b>Invermay Tennis Courts</b>	Maintain	Ongoing															
<b>Mt Blowhard Tennis Courts</b>	Minor surface upgrades	Ongoing		Minor surface upgrades for community and school use													

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Bowls Facilities</b>																	
Learmonth Bowls Club	Consider refurbishment of bowls social pavilion	Medium (5-10 years)					Concept Design social space refurbishment	Detail design Social Space refurbishment									
Buninyong Bowls Club	Renew synthetic green (Funded in Year 1)	Short (0-4 years)	Construct synthetic green up-grade														
Mt Xavier Golf and Bowls Club	Continue to work with club, including review of master plan	Short (0-4 years)			Review master plan												
Ballarat North Bowling Club	Maintain	Ongoing															
Ballarat Bowling Club	Consider upgrade of social space in line with review of Eastern Oval Master Plan	Medium (5-10 years)						Concept design for social space refurbishment pending recommendations from master plan review	Detailed design social space refurbishment								
Ballarat East Bowling Club	Consider storage and cover for Petanque	Medium (5-10 years)						Develop business case for cover over petanque	Concept Design storage and cover for petanque								
Ballarat Memorial Bowling Club	Maintain	Ongoing															
Central Wendouree Bowling Club	Maintain	Ongoing															
City Oval Bowling Club	Consider refurbishment of bowls social pavilion	Medium (5-10 years)						Concept Design social space refurbishment									
Invermay Bowls Club	Maintain	Ongoing															
<b>Croquet Facilities</b>																	
Ballarat Alexandra Croquet Club	Maintain	Ongoing															
Ballarat Western Croquet Club	Maintain	Short (0-4 years)		Construct new shared use toilets to service Croquet and Bridge Club													

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Indoor Sports Centres</b>																	
<b>Ballarat Sports Events Centre</b>	Deliver RSIP upgrade works including roof works. Consider expansion opportunity to provide additional 4 indoor courts and 8-12 outdoor court regional netball centre. This expansion will provide for Northern Growth Zone	Long (10-15 years)	Deliver RSIP upgrade works and roof works	Deliver RSIP upgrade works and roof works											Design stadium and outdoor courts expansion	Construct stadium and outdoor courts expansion	
<b>Ballarat Badminton Centre</b>	Replace structure at time of renewal. Renew courts and upgrade lighting	Medium (5-9 years)					Design resurface of courts and lighting upgrade	Resurface courts and lighting upgrade									
<b>Ballarat Table Tennis Centre</b>	Continue to work with club, including review of master plan	Medium (5-9 years)					Prepare concept design for building improvements linked with Ballarat Regional Tennis Centre (BRTC) design	Detailed design for building improvements									
<b>Llanberris Netball Centre</b>	Maintain	Long (10-15 years)															Review future use of netball centre
<b>Doug Dean Stadium</b>	Consider future use of stadium following planned new stadium (8 courts) in Ballarat West PSP.	Medium (5-10 years)							Review future use of stadium								
<b>Other Sports Facilities</b>																	
<b>Llanberris Athletics Centre</b>	Maintain until new regional athletics centre is constructed at Major Sports Precinct. Consider future use once new facility is operational. Refer to Open Space Strategy	Medium (5-10 years)					Review future use of athletics centre with pending construction of new regional athletics centre										
<b>Black Hill MTB Track</b>	Provide a visitor node facility that includes changerooms, toilets, wash station, seating and shelter	Medium (5-10 years)				Concept design and planning stage for visitor node	Design visitor node	Construct visitor node									
<b>Miners Rest Park</b>	Deliver Miners Rest Park from State Government funding. Consider BMX and skate park opportunities at new reserve. Consider opportunity for new sports field to support local sports facility provision (low level / junior competition oval for cricket and AFL)	Short (0-5 years) and Long (10-15 years)	Design New Reserve including oval, pavilion, hard court, car parking and supporting infrastructure	Construct New Reserve per funding agreement	Construct New Reserve per funding agreement												

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Other Sports Facilities</b>																	
Lake Wendouree Rowing Course	Upgrade pontoon and partner with boating clubs and progress upgrade works to boating sheds in line with feasibility study and contemporary design standards i.e. disability access and gender neutral toilet / change improvements	Medium (5-10 years)		Design starting pontoon upgrade	Construct starting pontoon upgrade			Design rowing clubs female friendly change room improvements	Construct rowing clubs female friendly change room improvements								
Len T Fraser Reserve	Upgrade and extend regional skate park in line with master plan (Funded in Year 1 and 2)	Short (0-4 years)	Construct skate park upgrade and expansion	Construct skate park upgrade and expansion													
<b>Aquatic Facilities</b>																	
Ballarat Aquatic and Lifestyle Centre	Implement Aquatic Facilities Strategy concept plan to provide a larger water play/leisure water/water slide and expansion of gymnastics and health and fitness club	Short (0-4 years)	Construct Changing places and access upgrades	Construct Changing places and access upgrades			Design water play/ leisure water	Construct water play/ leisure water	Construct water play/ leisure water			Design gymnastics and health and fitness club expansion	Construct gymnastics and health and fitness club expansion	Construct gymnastics and health and fitness club expansion			
Eureka Aquatic Centre	Implement Aquatic Facilities Strategy concept plan to renew and expand the building as an integrated community hub	Short (0-4 years)			Design building expansion				Construct building expansion	Construct building expansion							
Buninyong Outdoor Pool	Implement Aquatic Facilities Strategy including adding water play and renewing plant	Long (10-15 years)										Design water play and plant renewal	Construct water play and plant renewal				
Black Hill Outdoor Pool	Consider future improvements of pool as part of Black Hill Reserve Master Plan	Short (0-5 years) and Long (10-15 years)	Prepare master plan														
Brown Hill Outdoor Pool	Implement Aquatic Facilities Strategy and Master Plan including replacing pool with a Splash Park (Funded in Year 1)	Short (0-4 years)	Construct splash park														
Midlands Splash Park	Maintain	Ongoing															
Sebastapol Splash Park	Maintain	Ongoing															
Ballarat West	As population continues to grow, consider provision of new splash park as part of active recreation hub to service Ballarat West	Long (10-15 years)													Feasibility Study for Splash Park	Design Splash Park	
Sebastapol Splash Park	Maintain	Ongoing															
Ballarat West	As population continues to grow, consider provision of new splash park as part of active recreation hub to service Ballarat West	Long (10-15 years)													Feasibility Study for Splash Park	Design Splash Park	

Sports	Actions	Priority	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	Year 11 2034/35	Year 12 2035/36	Year 13 2036/37	Year 14 2037/38	Year 15 2038/39+
<b>Future Sports Facility Proposals</b>																	
Ring Road Reserve	Upgrade to provide training and low level / junior competition oval for cricket and AFL New archery facility	Short (0-4 years) and Long (10-15 years)		Design new archery facility		Construct new archery facility						Design new sports fields					
Ballarat North PSP	Deliver local sports facility for AFL and cricket - Commonwealth Games Project, district sports facility 1 for AFL, cricket and tennis and district sports facility 2 for soccer and cricket or other sport	Medium (5-10 years)										Design district sports facility 1	Construct district sports facility 1	Construct district sports facility 1			Design district sports facility 2
North-Western Growth Area	Deliver district sports facility 1 for AFL, cricket, netball and tennis and district sports facility 2 for cricket and soccer	Long (10-15 years)															Active Open Space Reserves - Early Planning
North-Western Growth Area	BSEC expansion (reduction of 4 basketball courts + 8 outdoor netball courts)	Refer to BSEC															
Ballarat Western Growth Area	Deliver regional sports facility for AFL, cricket, soccer, tennis and netball; district sports facility 1 for AFL and cricket and district sports facility 2 for AFL and cricket or other sports	Long (10-15 years)												Active Open Space Reserves - Early Planning	Active Open Space Reserves - Early Planning	Active Open Space - Reserves Design	Active Open Space - Reserves Design
Ballarat West PSP	Deliver Winterfield AOS - district multisport stadium and oval for basketball, AFL and cricket, MT Power Reserve AOS - local sports facility 1 for AFL and cricket, Mining Park AOS - local sports facility 2 for AFL and cricket, Delacombe TC AOS - local sports facility 3 for soccer and cricket or other sport	Short (0-4 years) to Medium (5-9 years)		Design MR Power Park Sports Field, Lighting and Pavilion	Construct MR Power Park Sports Field and Lighting Design Winterfield AOS	Construct MR Power Park Pavilion Construct Winterfield Ovals, Courts and Lighting Design DTC AOS	Construct Winterfield Pavilion Construct DTC Ovals & Lighting Design Altieri AOS	Construct DTC Pavilion Construct Altieri multi-sport courts and open space	Construct Altieri Pavilion		Design Winterfield Indoor Sports Stadium	Construct Winterfield Indoor Sports Stadium					



## Appendix 1: Design Standards

A summary of the design standards is provided in the Table below. The design standards below are supported by each sport's preferred facility design guidelines. The Council has the ability to determine a facility standard that is not necessarily to the specifications of the peak sporting body "guidelines".

In addition, a hierarchy and design standards are provided for active recreation hubs.

### > Design Principles

The following design principles have been developed to help inform the future design of sports facilities and active recreation hubs.

- **Accessible and Inclusive:** Sport and active recreation facilities will be universally designed and inclusive, fostering participation in sport and active recreation by all our community, across all life stages, genders and cultures.
- **Diverse and Equitable:** Sport and active recreation facilities will offer diverse mix of facilities, programs and

experiences. Council will provide an equitable distribution of sport and active recreation precincts across the municipality.

- **Safe and Welcoming:** Sport and active recreation facilities and programs are designed to be visible, open and welcoming to community, creating a safe place for girls and women to participate.
- **Multi-Use:** Sport and active recreation facilities will be multi-use, offering several activities, programs and experiences for users.
- **Connected:** Sport and active recreation facilities connection across our communities and our unique natural environment.
- **Sustainable:** Sport and active recreation facilities will be designed and operate efficiently, whilst being well managed and maintained.

The following reference documents are provided for guiding design principles:

#### [Creating Places for People](#)



#### [Making Places for Girls](#)



#### [Healthy Active by Design](#)



#### [Crime Prevention through Environmental Design](#)



#### [Universal Design Principles](#)



#### [Female Friendly Sports Infrastructure Design Guidelines.](#)



> Design Standards

The sports facilities hierarchy and design standards will guide the delivery of a network of **sports facilities** that is accessible to all people across the City of Ballarat and inform developments within the growth areas of the City of Ballarat.

**Outdoor Sports Facilities**

Table 7: Outdoor Sports Facilities Hierarchy and Design Standards

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
<b>Local</b>	<ul style="list-style-type: none"> <li>Local sport and recreation competition providing for junior to senior players.</li> <li>Supports one to two sports.</li> </ul>	<ul style="list-style-type: none"> <li>Primary catchment area is a 10-minute driving time and within 800m walking distance.</li> <li>Not to be provided on encumbered land.</li> <li>Generally, provide 1ha - 5ha providing for 2 senior rectangular fields/ 1 oval overlay with basic drainage and irrigation and one multi-sport court</li> <li>May also provide informal social recreation spaces such as kick about space, full-sized hard court for multiple uses, climbing walls, skate park, BMX/pump track.</li> <li>Local sport is centralised to the nearest suburb and not dispersed throughout the areas.</li> <li>Sports fields should, where possible, be located on public transport routes, adjacent to schools and/or serviced by shared trails.</li> </ul>	<ul style="list-style-type: none"> <li>Only basic turf quality, drainage and irrigation, unless otherwise required by shared use. Soil based profile.</li> <li>Lighting to recommended Australian Standards for local training only.</li> <li>Basic amenities approx. 375sqm to 475sqm located in a highly visible and central location with universal design. Player and official change rooms, spectator toilets and storage areas.</li> <li>Site fencing to prohibit illegal vehicle access. Fencing to separate player and spectator areas where required and where it does not limit flexible use of spaces.</li> <li>Seated spectator areas.</li> <li>Car parking.</li> <li>Water taps where potable water services are available.</li> <li>Ancillary space offering pleasant landscape setting, seating and shade.</li> </ul>
<b>District</b>	<ul style="list-style-type: none"> <li>Local to regional level sport and recreation competition providing for junior to senior players.</li> <li>Supports multiple sports.</li> </ul>	<ul style="list-style-type: none"> <li>Primary catchment area is a 20-minute driving time and within 1600m walking distance.</li> <li>Not to be provided on encumbered land.</li> <li>Generally, provide 5ha - 15ha providing sufficient land to accommodate a core range of competition sports in one major sports reserve (i.e., minimum two playing fields) in addition to support building/clubroom and car park and ancillary space offering pleasant landscape settings for non-sporting recreation opportunities e.g., perimeter path, seating, play opportunities, etc.</li> <li>Multiple playing fields for the one sports code, in addition to support building.</li> <li>Locate on prominent sites central (where possible) to suburb/township and served by an off-road trail and public transport.</li> <li>Co-locate new sporting facilities with new schools, where possible.</li> <li>May also provide informal social recreation spaces such as kick about space, full-sized hard court for multiple uses, climbing walls, skate park, BMX/pump track.</li> <li>Quantity and design considerations are to be fit for purpose for the desired activity.</li> <li>Two multi-use courts configured for netball.</li> <li>Four to six tennis courts with electronic booking system.</li> <li>Mix of outdoor grass and synthetic bowling greens to support year-round use</li> </ul>	<ul style="list-style-type: none"> <li>Playing fields are preferably at the same level and unfenced for flexibility.</li> <li>Irrigated and drained sports playing fields to ensure quality of turf. Minimal sand based profile.</li> <li>Support facilities determined by code and level of competition played. These may include onsite car park, training lights, shared clubroom, kiosk, toilets, shade, shelter and spectator facilities, seating, signage and rubbish collection system.</li> <li>Lighting to recommended Australian Standards for standard of competition.</li> <li>Generally, amenities will be 500+sqm located in a highly visible and central location that is fit for purpose with universal design. They will offer function rooms, player and official change-rooms, first aid room, spectator toilets, canteen and storage areas.</li> <li>Site fencing to prohibit illegal vehicle access. Fit for purpose fencing as required by the activity and level of competition.</li> <li>Larger seated spectator areas potentially covered in some areas. Increased consideration to spectator circulation.</li> <li>Car parking and bike racks.</li> <li>Ancillary space offering pleasant landscape setting, seating and shade, water fountains.</li> <li>Provision of score board, in line with City of Ballarat standards</li> </ul>

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
<b>Regional</b>	<ul style="list-style-type: none"> <li>Local to elite (top tier) level sport and recreation competition and events.</li> <li>Provides an athlete development pathway.</li> <li>Hosts local finals.</li> <li>Supports single and multiple sports that attract participants, officials and spectators from across the region.</li> </ul>	<ul style="list-style-type: none"> <li>Primary catchment area is a 30-minute travel time.</li> <li>As per district-level provision together with elite-level sports facility requirements.</li> <li>The codes/range of sports provided should be based on ABS participation data, local participation data, and local demand.</li> <li>At a suitable distance depending on the activity from houses, to limit impact from noise, car parking and lights.</li> <li>Prominent site served by public transport, where possible.</li> <li>Possibly provided in association with an indoor centre.</li> <li>Infrastructure generally provided in part by other stakeholders.</li> <li>Fields to meet requirements of district sport facilities and contain a higher level of fit-for-purpose embellishment.</li> <li>Quantity and standards of netball courts to be determined in collaboration with peak netball body, dependent on the regional event content being considered.</li> <li>A minimum of 8 netball courts for centralised competition venues.</li> <li>Consideration to a show court.</li> <li>Six to 12 tennis courts with electronic booking system. Consideration to a show court.</li> <li>Provision of one indoor bowls green for identified regional bowls facility</li> </ul>	<ul style="list-style-type: none"> <li>Higher quality support facilities, playing surfaces able to be enclosed to take a gate.</li> <li>Irrigated and drained sports playing fields to ensure quality of turf. Moderate sand based profile.</li> <li>May include a synthetic or specialised playing field such as hockey field, athletics track, soccer field, turf wickets, etc.</li> <li>Lighting to competition standard recommended Australian Standards for standard of competition.</li> <li>Generally, amenities provided as per district facilities with consideration to administration space, medical room/s and covered spectator seating.</li> <li>Site fencing to prohibit illegal vehicle access. Fit for purpose fencing as required by the activity and level of competition.</li> <li>Sealed car parking and bike racks.</li> <li>Scoreboards.</li> <li>Ancillary space offering pleasant landscape setting, seating and shade, water fountains.</li> <li>Electronic scoreboard, in line with City of Ballarat standards.</li> </ul>
<b>State/National</b>	<ul style="list-style-type: none"> <li>Elite level sport and recreation competition and high performance/specialist training and events for sport</li> <li>High-performance centres provide world-leading training and administration facilities to develop, attract and retain the best talent among athletes, coaches and support staff across multiple sports.</li> </ul>	<ul style="list-style-type: none"> <li>Regional Facilities provision that is embellished to support high performance State and national level training programs, competitions and events.</li> </ul>	<ul style="list-style-type: none"> <li>Regional facilities quality and design standard that is embellished with specialised facilities to support high-performance State and National level teams and events.</li> <li>Higher quality playing surfaces.</li> <li>Irrigated and drained sports playing fields to ensure quality of turf. High sand based profile.</li> <li>A high-performance centre includes elite-level training facilities, administration centre and education and training rooms for codes and clubs.</li> <li>Access to high technology and connectivity infrastructure that supports entertainment, athlete learning and analysis.</li> <li>Lighting to TV broadcast level recommended Australian Standards for standard of competition.</li> <li>Generally, amenities provided as per regional facilities with consideration to media facilities (elevated platforms and powered spaces), covered grandstands with spectator circulation and elite training/testing facilities.</li> <li>Site fencing to prohibit illegal vehicle access. Fit for purpose fencing as required by the activity and level of competition.</li> <li>Sealed car parking and bike racks.</li> <li>Electronic scoreboard.</li> </ul>

**Indoor Sports Facilities**

Table 8: Indoor Sports Facilities Hierarchy and Design Standards

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
<b>Local</b>	<ul style="list-style-type: none"> <li>Local sport and recreation competition providing for junior to senior players.</li> <li>Supports one to two sports.</li> <li>Year-round use</li> </ul>	<ul style="list-style-type: none"> <li>Services multiple suburbs such as a ward boundary.</li> <li>Approximately 15-minutes drive time.</li> <li>40,000 – 70,000 catchment population</li> <li>Building footprint 4,000-6,000m<sup>2</sup></li> <li>Site area (1ha)</li> </ul>	<ul style="list-style-type: none"> <li>2 indoor courts</li> <li>No show court</li> <li>Courtside seating only</li> <li>Front of house with reception, foyer, first aid room and 2 change rooms, toilets</li> <li>Kiosk and small lounge</li> <li>Merchandise space</li> <li>Car parking</li> <li>Universal access for all community members with consideration to ramps and/ or chair lifts.</li> </ul>
<b>District</b>	<ul style="list-style-type: none"> <li>Local to regional level sport and recreation competition providing for junior to senior players.</li> <li>Supports multiple sports.</li> <li>Year-round use</li> </ul>	<ul style="list-style-type: none"> <li>Services the entire local government area.</li> <li>Approximately 30-minutes drive time</li> <li>70,000 – 100,000 catchment population</li> <li>Building footprint 8,000-10,000m<sup>2</sup></li> <li>Site area 1-2ha</li> </ul>	<ul style="list-style-type: none"> <li>3-4 indoor courts</li> <li>Show court with 500 seats that supports sports team events</li> <li>Courtside seating</li> <li>Front of house with administration, reception, foyer, first aid room/medical rooms and 2-4 change rooms, toilets</li> <li>Kiosk and small lounge</li> <li>Merchandise space</li> <li>Function room</li> <li>Car parking</li> <li>Universal access for all community members with consideration to ramps and/ or chair lifts.</li> <li>Provided in highly visible locations with good vehicular access.</li> <li>Shaded car parking areas and bus drop-off areas.</li> <li>Connected to public transport.</li> <li>Complements other (community/ private) community services/ programs.</li> <li>Provides room for facility expansion with population growth.</li> </ul>

Planning Consideration	Level of participation/competition	Location, size and distribution provision	Quality and design standards
<b>Regional</b>	<ul style="list-style-type: none"> <li>Local to elite (top tier) level sport and recreation competition and events.</li> <li>Provides an athlete development pathway.</li> <li>Hosts local finals.</li> <li>Hosts Tier 1 and 2 level events including local and regional sports and community events and expos</li> <li>Year-round use</li> </ul>	<ul style="list-style-type: none"> <li>Services multiple local government areas</li> <li>Approximately one-hour drive time.</li> <li>100,000 – 150,000 catchment population</li> <li>Building footprint 12,000m2+</li> <li>Site area 2-3ha</li> <li>Located within the largest population catchment.</li> </ul>	<ul style="list-style-type: none"> <li>5-8 indoor courts</li> <li>Show court on multipurpose courts with 1000+ seats that can support regional sport and entertainment events</li> <li>Courtside seating</li> <li>Front of house with administration, reception, large foyer, first aid room/ medical rooms and 4+ change rooms, toilets</li> <li>Café, bar and large lounge</li> <li>Merchandise space</li> <li>Function room</li> <li>Car parking</li> <li>Universal access for all community members with consideration to ramps and/ or chair lifts.</li> <li>Provided in highly visible locations with good vehicular access.</li> <li>Shaded car parking areas and bus drop-off areas.</li> <li>Connected to public transport.</li> <li>Complements other (community/ private) community services/ programs.</li> <li>Provides room for facility expansion with population growth.</li> <li>Considers co-location opportunities, especially with aquatic and leisure facility, district and regional outdoor sports precincts.</li> <li>Consider outdoor public access courts (eg 3 x 3 courts at BSEC) associated with indoor stadium</li> </ul>
<b>State/National</b>	<ul style="list-style-type: none"> <li>Elite level sport and recreation competition and high performance/specialist training and events for sport</li> <li>High-performance centres provide world-leading training and administration facilities to develop, attract and retain the best talent among athletes, coaches and support staff across multiple sports.</li> <li>Hosts Tier 1, 2 and 3 level events including local and regional sports and community events, expos and concerts for Australian and international artists</li> <li>Year-round use</li> </ul>	<ul style="list-style-type: none"> <li>Services multiple local government areas</li> <li>Approximately one-hour drive time.</li> <li>100,000 - 150,000 catchment population</li> <li>12,000-15,000m2+</li> <li>Site area 3-4ha</li> <li>Located within the largest population catchment.</li> </ul>	<ul style="list-style-type: none"> <li>8+ indoor courts</li> <li>Separate show court / concert arena with 5000+ seats that can support Tier 1 sport and entertainment events</li> <li>Surrounding courtside seating</li> <li>Front of house with administration, reception, large foyer, first aid room/ medical rooms and 4+ change rooms, toilets</li> <li>Café, bar and large lounge</li> <li>Merchandise space</li> <li>Function room</li> <li>Green room</li> <li>Car parking</li> <li>Universal access for all community members with consideration to ramps and/ or chair lifts.</li> <li>Provided in highly visible locations with good vehicular access.</li> <li>Shaded car parking areas and bus drop-off areas.</li> <li>Connected to public transport.</li> <li>Complements other (community/ private) community services/ programs.</li> <li>Provides room for facility expansion with population growth.</li> <li>Considers co-location opportunities, especially with aquatic and leisure facility, district and regional outdoor sports precincts.</li> <li>Considers commercial co-location opportunities.</li> </ul>



**Active Recreation Hub Design Standards**

The active recreation hierarchy and design standards will guide the delivery of a network of active recreation hubs that is accessible to all people across the City of Ballarat and inform developments within the growth areas of the City of Ballarat.

Delivering active recreation hubs across the City of Ballarat is a shift from providing localised active recreation facilities. This shift is already happening showing recent active recreation hub developments at MR Power Park, Mount Pleasant Reserve and Wendouree West Reserve.

This approach will deliver local and district active recreation hubs comprising multiple active recreation facilities within a place that will encourage people to participate in various active recreation activities and intergenerational play and social engagement.

Outside of the active recreation hubs, the focus will be on providing local opportunities for physical activity such as walking and cycling. This might include the augmentation of popular walking routes with outdoor fitness equipment where appropriate. An example of this is provided at Lake Wendouree.

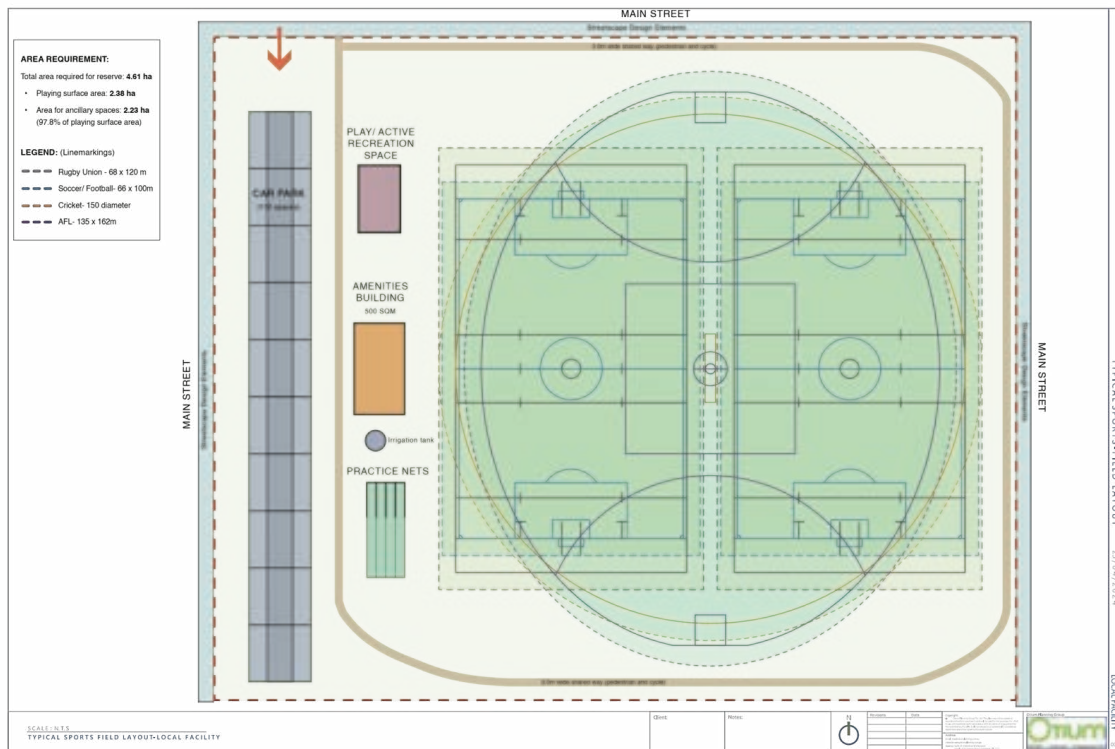
Table 9: Active Recreation Hubs Hierarchy and Design Standards

	District Hub	Local Hub
<b>Catchment / Accessibility</b>	<ul style="list-style-type: none"> <li>• 15-minute travel time</li> <li>• Approx. 5-7km from most residents</li> </ul>	<ul style="list-style-type: none"> <li>• 10-minute travel time</li> <li>• Approx. 3-5km from most residents</li> </ul>
<b>Facility Components</b>	<ul style="list-style-type: none"> <li>• Four to five active recreation facility components including a key attractor.</li> </ul>	<ul style="list-style-type: none"> <li>• Two to three active recreation facility components</li> <li>• Or one key attractor (skate park)</li> </ul>
<b>Location and Settings</b>	<ul style="list-style-type: none"> <li>• Regional Parks</li> <li>• District Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Local Parks (where space permits)</li> <li>• Sportsgrounds</li> </ul>
<b>Provision Considerations</b>	<ul style="list-style-type: none"> <li>• Attracts residents from across the planning catchment.</li> <li>• Scale and level of embellishment to consider population catchment.</li> <li>• Consideration to capacity of existing public open space and supporting infrastructure to support high visitation numbers and longer length of visitation.</li> <li>• Closely aligned to public and active transport links wherever possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Attract residents from multiple suburbs / within and across the planning catchment.</li> <li>• Scale and level of embellishment to consider population catchment.</li> <li>• Connected to local pathway network where possible.</li> <li>• Consider co-location opportunities with play and sport infrastructure to leverage supporting infrastructure such as amenities, lighting and parking.</li> <li>• Closely aligned to public and active transport links wherever possible.</li> </ul>
<b>Supporting Infrastructure</b>	<ul style="list-style-type: none"> <li>• Shade and seating</li> <li>• Off-street parking</li> <li>• Drinking station</li> <li>• Toilets</li> <li>• Bike racks</li> <li>• Event support infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Shade and seating</li> <li>• Off-street parking</li> <li>• Drinking station</li> <li>• Access to toilets</li> <li>• Bike racks</li> </ul>

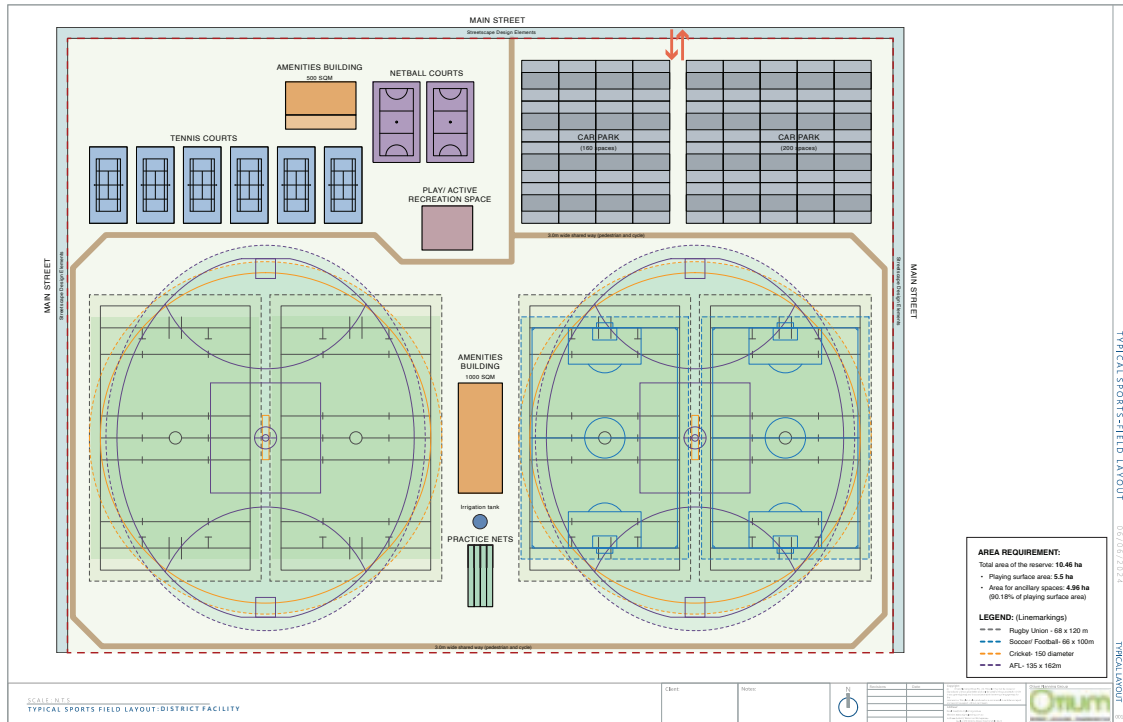
> Typical Sports Facility Layouts

The typical sports facility layouts will help inform provision and design requirements of new growth area active open spaces.

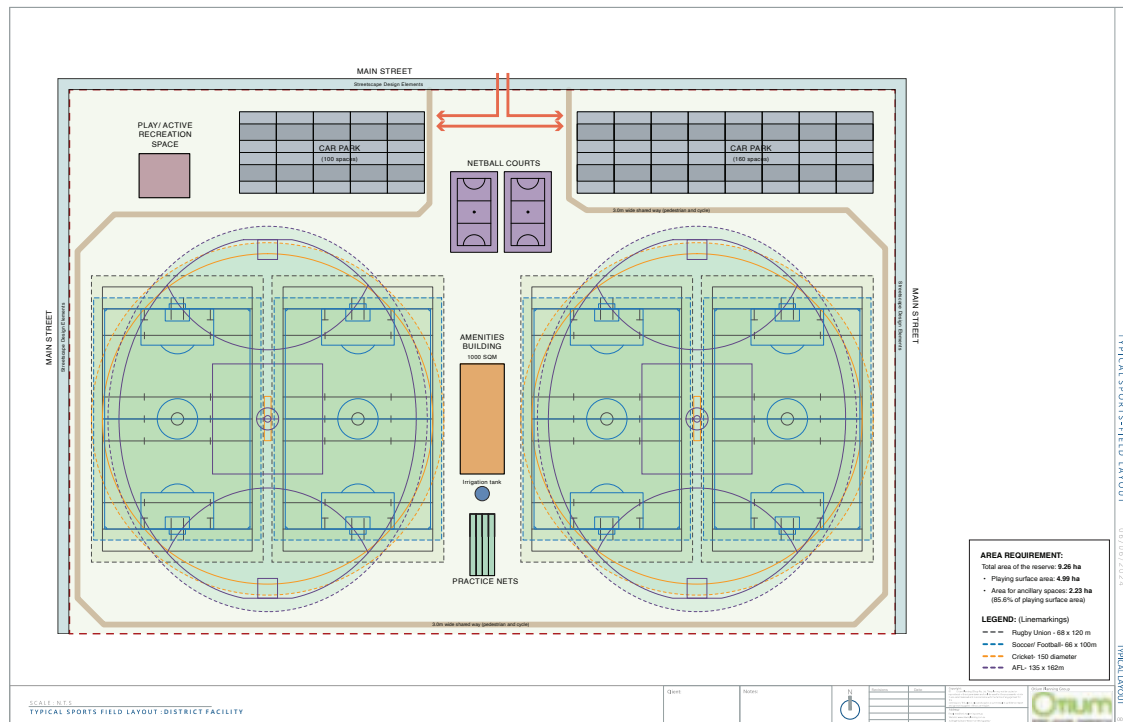
Local Typical Layout



District Typical Layout A

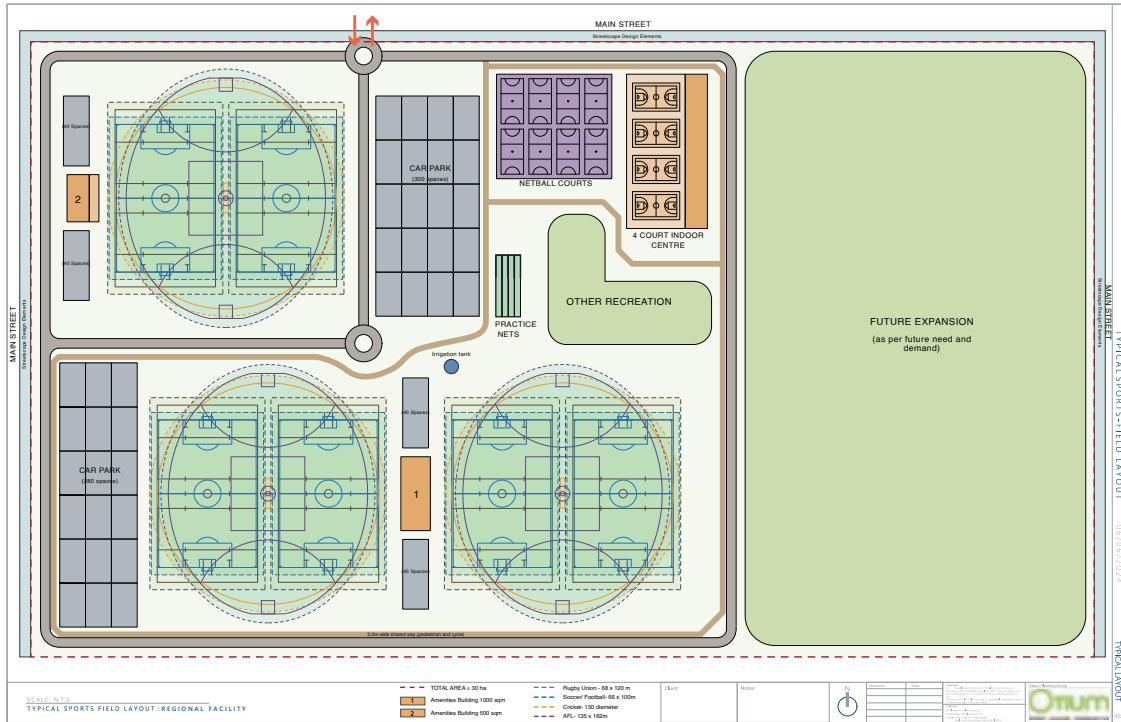


District Typical Layout B





Regional Typical Layout





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## 8.7. DRAFT PRINCE OF WALES PARK MASTER PLAN

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Mitch Jenkins – Coordinator Sport & Recreation Strategic Planning

### PURPOSE

1. The purpose of this report is to present the draft Prince of Wales Park (POWP) Master Plan and seek Council endorsement to release the draft Master Plan for public exhibition.

### BACKGROUND

2. The aim of the Prince of Wales Park (POWP) Master Plan is to establish clear direction for the planning, facility provision, site development, and future programming opportunities within POWP.
3. The Master Plan will ensure suitable and equitable facilities for the tenants of the reserve and the wider community which is supported by evidence-based decision making.
4. Key elements considered during the planning process include:
  - a. Building locations and design
  - b. Analysis of requirements of sport specific playing surfaces and infrastructure
  - c. Vehicle and pedestrian movement
  - d. Onsite car parking
  - e. Site fencing and lighting (field and public)
  - f. Passive recreation opportunities
  - g. Accessibility, female friendly and multipurpose use
  - h. Shared public facilities
  - i. Landscape considerations
  - j. Asset renewal vs asset improvement vs asset rationalisation
  - k. Interface with residential and school properties
5. The following methodology has been undertaken in developing the draft master plan:
  - a. Strategic review
  - b. Demographic review
  - c. Initial site stakeholder Master Plan briefing
  - d. Demand assessment – Participation and usage review and benchmarking
  - e. Detailed site review, inspection and assessment
  - f. Council departments workshop
  - g. State sporting associations (SSA) consultation
  - h. Issues and options report
  - i. Functional design components schedule
  - j. Preliminary site geotechnical investigation in proposed key development locations
  - k. Onsite individual site stakeholder consultation
  - l. Neighbouring schools' consultation
  - m. Stakeholder engagement report
  - n. Concept plans including sports field layout plans and costing advice
  - o. Draft Master Plan

## KEY MATTERS

### Community Consultation

6. Community consultation was undertaken with SSAs for the existing tenant users within the reserve, and also with the tenant user (site stakeholders) groups.
7. State sporting association (SSA):
  - a. Interviews with SSAs relevant to site stakeholder groups at Prince of Wales Park (POWP) including:
    - i. Hockey Victoria
    - ii. Baseball Victoria
    - iii. Tennis Victoria
    - iv. Archery Victoria
    - v. Croquet Victoria
    - vi. Cricket Victoria
    - vii. Gymnastics Australia
8. Site stakeholder groups:
  - a. All site stakeholder groups (listed below) have been consulted on the development of the draft Master Plan:
    - i. Ballarat Aquatic and Lifestyle Centre
    - ii. Hockey Ballarat (representative of all hockey clubs)
    - iii. Ballarat Lawn Tennis Club
    - iv. Ballarat Alexandra Croquet Club
    - v. Ballarat Royals Baseball Club
    - vi. Alfredton Baseball Club
    - vii. Coronet City Cricket Club
    - viii. Wendouree Archery Club
    - ix. Prince of Wales Parkrun
  - b. A stakeholder briefing on the development process for the Master Plan was conducted in November 2023
  - c. Sports participation data and facility usage information was gathered from all site stakeholder groups following the briefing
  - d. Individual onsite stakeholder meetings to confirm priorities and discuss current and future participation levels were conducted in May 2024
9. Council departments:
  - a. Council departments workshop conducted to provide overview of project and gather relevant information for consideration in February 2024
10. The community engagement outcomes have been summarised in the draft Master Plan report.

### Key Findings

11. An overview of the key strategic directions in the draft Master Plan report include:
  - a. Hockey:
    - i. In line with the Ballarat Regional Hockey Facility Feasibility Study completed in 2022, along with current participation data highlights that there is a current shortfall of hockey pitch provision in Ballarat to service the Ballarat region.

- ii. The Master Plan recommends delivering two new hockey pitches in the long term to cater for the current and future participation demands as the population continues to increase.
  - iii. A staged approach to delivery is recommended, with one additional synthetic hockey pitch with change facilities delivered in the short term, with a second new hockey pitch developed along with social rooms and supporting amenities in the long term with timing informed by ongoing demand and provision analysis.
  - iv. Provision of female friendly change facilities at the existing hockey pitch in also recommended in the short term.
- b. Archery:
- i. In line with a Target Sports Facilities Plan completed by City of Ballarat in 2021, the re-location of archery from POWP to Ring Road Reserve in Wendouree is recommended.
  - ii. The re-location recommendation resolves the historical issue of archery being located in close proximity to residential properties to the west at POWP.
  - iii. The Wendouree Archery Club (WAC) are supportive of this recommendation as it provides the club with clear direction on their future which was the top priority for their club as part of this master planning process.
  - iv. Preliminary concept planning for a new archery range at Ring Road Reserve has been commissioned which will be designed in consultation with the WAC.
  - v. The new archery facility would need to be developed prior to the existing archery range at POWP being decommissioned and repurposed as a baseball diamond (per recommendation below), this has been factored into the implementation plan.
- c. Baseball:
- i. The current provision of 3 baseball diamonds in Ballarat is assessed as being sufficient to meet current and future demand.
  - ii. Linked to the recommendations for hockey in section (a) above, the current baseball diamond 2 would be decommissioned and repurposed for the new hockey pitches.
  - iii. Linked to the recommendations for archery in section (b) above the current archery range would be decommissioned when archery relocates to Ring Road Reserve and repurposed as a new baseball diamond to ensure the provision of 3 baseball diamonds is retained onsite at POWP as this will meet baseball's long-term demands.
  - iv. The two baseball clubs currently have separate pavilions and batting tunnels which are both in moderate condition and not fit for purpose in terms of accessibility and female friendly facilities. It is recommended that a new shared pavilion and batting tunnels are developed in the location between the existing main baseball diamond 1 and the new baseball diamond to be developed on the existing archery range in the long term. Some short-term treatments, (possibly modular) at the existing facilities to ensure they are female friendly may be required.
- d. Tennis:
- i. The Ballarat Lawn Tennis Club's 8 court synthetic grass facility is a very popular facility with high participation rates. The venue has court lighting and a court booking technology that ensures increased community usage.

- ii. Asset renewal planning is the priority for tennis with recommendations including renewal of the court lighting to LED and renewal of the courts surface at end of life.
- e. Croquet:
  - i. Current provision of facilities for Croquet in Ballarat is assessed as being sufficient to meet current and future demand.
  - ii. The priority for the croquet club is working with Council around renewing their lease agreement and clarifying roles and responsibilities for facility maintenance and asset renewal between the club and Council.
- f. Parkrun:
  - i. Prince of Wales Parkrun was established approximately one year ago following the discontinuance of Parkrun at Victoria Park. The activity is run every Saturday at 8:00am and has experienced strong participation numbers at the free and volunteer run community activity.
  - ii. Priorities for Parkrun have been identified as access to public toilet facilities (linked to new shared baseball pavilion recommendation), as well as shelter and drinking fountains to service their event assembly area.
  - iii. Widening of the track has also been identified by Parkrun representatives, however this is assessed as a long-term consideration given the condition and purpose of the perimeter track and level of investment required based on frequency of use for Parkrun.
- g. Cricket:
  - i. The Coronet City Cricket Club (CCCC) currently utilise the indoor batting tunnels and outdoor cricket nets associated with the Alfredton Baseball Club facilities. The CCCC has a history of utilising various reserves across Ballarat and as such have not had the opportunity to establish a home base and this is the club's long-term priority.
  - ii. Whilst the training facilities are sufficient in the short-medium term to operate their club, the disjointed nature of its existence given they train at POWP, play their turf wicket home matches at Ballarat High School and don't have a consistent hard wicket venue for lower grade senior and junior cricket, restricts the club's ability to grow and may risk its sustainability in the long term.
  - iii. The recommendation is to maintain access to training facilities at POWP in the short-medium term, whilst working with Council to establish a long-term home venue for the club, likely in the growth areas.
- h. Aquatics:
  - i. In line with a recent Aquatic and Leisure Infrastructure Planning Assessment by the City of Ballarat, no additional aquatic leisure centre provision is recommended for Ballarat given the location and appropriate proximity to BALC to meet current and future demand for the community.
  - ii. Given the above, expansion of BALC as a regional aquatic and leisure destination including a new contemporary water play park and other leisure water features should be planned to meet the demands of the growing community.

- i. General:
  - i. Expansion of car parking to service new facilities onsite, particularly the new hockey facilities, as well as formalising the gravel road west of the internal roundabout needs to be considered at the appropriate timeframe to service demand within the reserve.
  - ii. Landscaping treatments and buffer zones to surrounding properties has been considered.

### Implementation Plan

12. An Implementation Plan is provided with the draft Master Plan to ensure that logical sequencing and prioritisation of projects are considered given the interconnected nature of the hockey, baseball, and archery recommendations to facilitate the desired long-term outcomes for each sport. The top priority is the provision of a second hockey pitch at POWP to service existing demand.
13. The implementation plan identifies project delivery sequencing per the Enterprise Project Management Office (EPMO) process through concept development, detailed design development and a methodical and planned approach to project delivery.
14. Each project is subject to Council's budgetary processes and will involve the development of a detailed business case including financial considerations as part of Council's Enterprise Project Management Framework. While the Master Plan and associated work forms the evidence base to inform Council's decision-making processes, decisions regarding the allocation of funding are made at the time of setting the annual budget.
15. Some priority projects including the Regional Hockey Development and BALC expansion have been identified at a significant investment level that will require strategic financial considerations of Council at the appropriate times to enable delivery within the proposed timeframes. The timeline of identified projects may change based on available external funding opportunities and the outcome of any funding applications.
16. The POWP Master Plan recommendations will also be reflected within the 15-year Recreation Infrastructure Plan, currently in draft.
17. The Master Plan was developed following extensive research, benchmarking, and consultation process. The draft Master Plan will be placed on public exhibition to seek further community and stakeholder feedback.

### OFFICER RECOMMENDATION

#### 18. That Council:

##### 18.1 Note the draft Prince of Wales Park (POWP) Master Plan.

##### 18.2 Endorse the draft Prince of Wales Park (POWP) Master Plan for public exhibition.

##### 18.3 Note that the Master Plan will be presented to Council upon completion of community consultation for consideration of submissions and adoption.

## ATTACHMENTS

1. POWP Master Plan Draft Governance Review [**8.7.1** - 2 pages]
2. Draft Prince of Wales Park (POWP) Master Plan [**8.7.2** - 32 pages]



## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Prince of Wales Park (POWP) Master Plan aligns with several key strategic documents:
  - Community Vision 2021 - 2031
  - Council Plan 2021 – 2025
  - Health and Wellbeing Plan 2021 – 2031
  - Active Ballarat Strategy
  - Active Women and Girls Strategy
  - Fair Access Policy (pending adoption)

**COMMUNITY IMPACT**

2. This draft POWP Master Plan outlines the long-term direction for the development of the reserve. The wide range of projects outlined will provide great benefit to the site stakeholder groups who utilise the reserve, as well as the surrounding community.
3. Investment in sport and recreation-based projects provides many health and wellbeing benefits to the community and continues to encourage physical activity and social connectedness within Ballarat.
4. The draft master plan resolves strategic priorities including the shortfall in hockey pitches for the region, as well as historical items including the long-term future location of archery within Ballarat giving both sports clear direction into the future.
5. Project sequencing has been carefully considered to ensure the continuity of club operations and manage any displacement experienced by user groups during project delivery.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

6. Environmental sustainability practices will be implemented as part of project delivery of the master plan recommendations as required.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

7. There are no economic sustainability implications regarding this Master Plan.

**FINANCIAL IMPLICATIONS**

8. The draft POWP Master Plan identifies a range of capital projects to inform Council's Recreation Services Capital Improvement Program planning. The Master Plan recommendations will align directly with the Recreation Infrastructure Plan 2024 – 2039 being developed.
9. Some projects identified within the plan will require co-funding and investment from other levels of government or require strategic financial considerations of Council at the appropriate times, to deliver the project based on Council's funding capacity.

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#### LEGAL AND RISK CONSIDERATIONS

10. The draft Master Plan helps mitigate organisational risk as it ensures that decision-making and budget prioritisation is based on strong and documented evidence and is informed by a Council adopted document.

#### HUMAN RIGHTS CONSIDERATIONS

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

#### COMMUNITY CONSULTATION AND ENGAGEMENT

12. The draft Master Plan was developed in consultation with all the site stakeholder groups and relevant Council departments. The relevant State sporting associations (SSA) were all consulted in the development of the plan to ensure that any sport specific considerations for Ballarat relating to POWP were captured and that overall facility provision was understood.
13. The site stakeholder groups were briefed on the master planning process in November 2023 and provided detailed participation and usage data following this. Individual stakeholder meetings were conducted onsite in May 2024 to confirm their priorities for consideration in the master plan.
14. Neighbouring properties including Ballarat High School and Ballarat Specialist School were interviewed as part of the master planning process.
15. Surrounding residential properties will receive a letter drop when the draft master plan is on public exhibition to ensure the opportunity to provide feedback.
16. Further consultation will be undertaken throughout the design and construction of the identified master plan priority projects.

#### GENDER EQUALITY ACT 2020

17. There are gender equality implications identified for the subject of this report and a Gender Impact Assessment will be completed.

#### CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

18. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

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OFFICIAL



CITY OF BALLARAT  
**Prince of Wales Park**  
**Draft Master Plan**  
Summary Report





—

The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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## The Project

The Prince of Wales Park (POWP) Master Plan will guide the future direction for the planning, facility provision, site development and future programming opportunities within this key sports and recreation precinct.

The recommendations aim to achieve the vision:

**The Prince of Wales Park is a regional sport, aquatic and leisure precinct that will provide for future growth of swimming and aquatic programming, gymnastics, hockey, baseball, tennis and croquet in the City of Ballarat**

The Master Plan will:

- Ensure suitable and equitable facilities for the existing tenants of the POWP sports precinct and the wider community, underpinned by evidence-based decision-making.
- Consider protecting the character of POWP and enhancing the site's sporting, social, environmental, and heritage values.
- Accommodate the long-term development aspirations of the tenant clubs, community groups and residents.
- Profile the participation demand, trends, and current usage of the site and facilities.
- Consider the views of key stakeholders and user groups.
- Confirm the facility requirements, including key facility components and relationships required to meet the objectives of the precinct.

- Assess the site and facilities' condition and suitability for the current and projected needs of the community.
- Include a high-level concept master plan.
- Provide an implementation plan.

### > Planning Process

The project has involved the following tasks:



## Strategic Context

### Why do we need a master plan for Prince of Wales Park?

#### > There is strategic support for delivering regional and district sports facilities in Prince of Wales Park

The Prince of Wales Park (POWP) is a significant sport and recreation precinct that supports opportunities to enhance community wellbeing and the objectives outlined in the Council Plan 2021-2025, Community Infrastructure Plan 2022-2037 and Active Ballarat Strategy 2019.

The previous POWP Master Plan in 2009 is now outdated. Since 2009, key strategic investigations have taken place that have influenced the updated Master Plan for the park. These include:

- Aquatic and Leisure Infrastructure Planning Assessment 2023
- Ballarat Regional Hockey Facility Feasibility Study 2022
- Target Sports Facilities Plan 2021
- Growing Croquet Facilities Infrastructure Planning Project 2020-2030
- Hockey Victoria Strategic Facilities Plan 2015-2025
- Baseball Australia Facilities Resource Plan 2019
- Tennis 2020 Facility Development and Management Framework for Australian Tennis.

The Aquatic and Leisure Infrastructure Planning Assessment 2023 recommended development opportunities at Ballarat Aquatic and Lifestyle Centre as population demand increases. These opportunities included adding new waterplay facilities, upgrading internal pool halls, and expanding the gymnastics space and gym area.

The Ballarat Regional Hockey Facility Feasibility Study confirmed that the provision of additional hockey fields and the development of a regional hockey centre in Ballarat have merit. The key findings were:

- Hockey Ballarat's one field facility at Prince of Wales Park (POWP) operates at full capacity in hockey season and cannot satisfy current demand or representative competitions.
- Population growth is adding to hockey demand. Current demand cannot be met and there is a need for a second field now. A third field will be needed when Ballarat's population increases to 140,000-150,000 residents.
- Hockey Victoria's Strategic Facilities Plan 2015-2025 identifies the POWP as the regional hockey facility and supports the renewal of the synthetic field as a priority.

The Target Sports Facilities Plan identified that the Wendouree Archery Club, located at POWP, is being encroached upon at its current location to the point where there are ongoing conflicts with other uses at the reserve and neighbouring residents. An alternative home is required. A master plan for an archery facility at Ring Road Reserve was a key recommendation.

The Growing Croquet Facilities Infrastructure Planning Report identified that the Ballarat Alexandra Croquet Club, located at POWP, is a district level facility and no additional courts are recommended.

Baseball Victoria Facilities Resource Plan 2019 identifies the Ballarat Baseball Centre as a club competition facility. These facilities are dedicated baseball centres that support T-ball, State League Baseball competitions, little league and junior games.

The Tennis 2020 Facility Development and Management Framework identifies the Ballarat Lawn Tennis Centre as a district facility that services multi-suburbs and engages social and competitive players in tennis.

#### > The Master Plan must facilitate fair access to sport and recreation facilities

The proposed improvements at POWP have considered the State Government's Active Victoria Strategy and Fair Access Policy. This Master Plan has considered contemporary sports facility design principles that will ensure fair access is delivered as part of the Master Plans delivery.

The Master Plan has been designed to ensure suitable and equitable facilities for the existing tenants of the POWP sports precinct and the wider community and is underpinned by evidence-based decision-making.



Growing population leading to increased participation demand



Current facilities are at capacity and/or not fit for purpose



Increase the overall use and financial viability of facilities, programs and services



Master Plan will support future funding advocacy approaches

## Site Review

What site attributes and constraints will influence the future development of Prince of Wales Park?

> **Prince of Wales Park provides for regional and district level sport and recreation facilities**

POWP is a Council managed 19Ha site located near Lake Wendouree. The site is surrounded by residential properties to the north (Lake Gardens) and west (Insignia), schools (Ballarat High School and Ballarat Specialist School) to the south, and Gillies Street to the east.

The reserve incorporates the Council managed Ballarat Aquatic and Lifestyle Centre (BALC) and provides sporting facilities for hockey, croquet, tennis, baseball, archery and cricket. The Prince of Wales parkrun has also recently been established, and the reserve caters to passive recreation opportunities for the public.



Figure 1: POWP Aerial View - Site Layout



Figure 2: POWP Site Photos



**> There are no significant constraints to the development of Prince of Wales Park. The sites drainage, setbacks from residential boundaries, geotechnical assessment findings and car parking provision and traffic flow are key design considerations**

The key findings from the site review indicate the following site attributes and constraints.

**Site attributes**

The POWP site has a number of strengths that can be further enhanced through the Master Plan process. These strengths include:

- Central location within the City of Ballarat that is accessible to the majority of the population within a 15-minute drive time.
- Prominent destination location for a number of annual events and activities.
- The site is accessible through various modes of transport and frontage to Gillies Street.
- Already features a number of regional standard facilities for sports including baseball, hockey, croquet and swimming.
- Some existing shared infrastructure between sports, such as the hockey/tennis pavilion and car parking.
- Large, centralised car parking zones that service all the facilities within the precinct.
- The embedded infrastructure and assets within the precinct are generally in good condition and have been maintained well.
- Easy access for the adjacent Ballarat High School, Ballarat Specialist School and residential housing estates.

**Site constraints**

The POWP precinct is zoned as Public Park and Recreation (PPRZ). The precinct is surrounded by public use – education land (PUZ2) on the southern boundary and General Residential land (GRZ) on the western and northern boundaries. There is no formal setback requirement on the northern boundary; however, it is recommended that the open space buffer zone between the residential housing and the POWP sports infrastructure be maintained for public safety and amenity.

The geotechnical site assessment found the subsurface soils are highly reactive, which will need to be considered during the detailed design stage for any future developments.

There is a wetland area in the southwest corner of the site that acts as a drainage basin for the neighbouring residential estate. This area is protected from any further development.

Although there is no Land Subject to Inundation Overlay (LSIO) there has been previous inundation events along the southern boundary that have impacted the BALC plant room areas.

In the previous 2009 POWP Master Plan, water sustainability was identified as a major issue in times of severe drought conditions, as experienced between 2004 and 2009. Consideration of synthetic surface and warm season grasses should be considered if any playing fields are redeveloped.

There are no specific cultural or heritage overlays applicable to the site. However, the concrete silo on the southern boundary of the precinct is noted in the Victorian Heritage Database.

The current car parking provision is generally adequate for various activities conducted within POWP. However, feedback from the key stakeholders within the precinct confirmed that capacity may be an issue if further development occurs for some sports and during large regional events.





**> Most assets are in good condition. However, some require renewal or don't meet the contemporary sports facility design standards**

The asset condition assessment found:

- The majority of the existing facilities and infrastructure are in good condition.
- The baseball and hockey pavilions require some improvements to amenities, storage and kitchens.

The fit-for-purpose assessment found:

- The hockey facility currently does not meet regional standards. An additional two hockey fields are required to meet regional standards. Current and future demand projections suggest additional fields are required. Additional contemporary standard change rooms to service these fields will be required. Increasing car parking will be required if additional fields are developed.
- The baseball facility meets regional baseball standards. A new shared pavilion is required to meet contemporary standards for accessible amenities and reduce duplication of facilities servicing the same sport onsite.
- The tennis facility meets district standards. The current shared pavilion is adequate for district level standards.
- The croquet facility meets district standards. The current pavilion is adequate for district level standards.
- The archery facility is not appropriate in its current location due to safety risks for other park users. The 2009 POWP Master Plan and the 2021 Target Sports Facilities Plan proposed an alternative location, which would allow the sport to expand its facilities and eliminate risks to the public and other park users.
- The BALC facility meets regional standards for swimming and water polo competitions. As the population grows over time, future expansion of leisure water should be considered. Car parking provision will need to be reviewed with any future BALC expansions or other precinct sports facility changes.
- The cricket facilities are only used for training purposes. An alternate location with training and playing facilities for the local cricket club should be considered.
- The running trails are adequate for Parkrun event days. A new shared pavilion for baseball would improve access to amenities and changeroom facilities.
- The car parking is insufficient for a regional sports facility. There are currently 476 formalised car parks. An additional 200 car spaces are required to service additional sports fields proposed and meet future demand for Ballarat Aquatic and Lifestyle Centre expansion.
- The existing pathway network in the park is a fitness path that supports walking, running and cycling. It is an important connection from residential areas through the park to Lake Wendouree and the Botanical Gardens.

The following table summarises the condition and fit-for-purpose assessment of the current facilities provided within the Prince of Wales Park precinct.

Table 1: POWP Facilities – Fit for Purpose Assessment Matrix

Current Sport Played	Hierarchy (Proposed)	Facility Provision	Usage Level	Usage Description	Sports Field Condition Rating	Current Lighting Standard	Current Lighting Condition Rating	Pavilion Fit-For-Purpose Rating	Fit-For-Purpose Comments
Hockey	Regional	One synthetic hockey field and shared pavilion	High	Single use sports facilities Hockey has high use in summer	Hockey Field - Very Good (Currently Being resurfaced)	Hockey Fields (500 LUX)	Good	Average	The facility currently does not meet regional hockey standards. An additional two hockey fields are required to meet regional standards in the medium-long term timeframe. Current and future demand projections suggest additional fields are required. Car parking provision will need to be reviewed if additional fields are developed.
Baseball	Regional	Three Baseball Diamonds and two pavilions	Moderate	Baseball has moderate use in summer and hosts an annual Masters tournament	Main Baseball Diamond – Excellent. Secondary Diamonds – Average-Good	Baseball Diamonds - Competition (500 LUX – infield, 300 LUX - outfield) on main diamond	Average, currently not working due to bird damage and being resolved	Average	The facility meets regional baseball standards. A new shared pavilion is required to meet contemporary standards for accessible amenities and reduce duplication of facilities onsite.
Tennis	District	Eight synthetic tennis courts and shared pavilion	Moderate	Tennis courts has moderate use year-round	Tennis Courts - Very Good	Tennis Courts - Competition	Good	Average	The facility meets district standards. The current shared pavilion is adequate for district level standards
Croquet	Regional	One croquet rink and pavilion	Moderate	Croquet court has moderate use year-round	Croquet Rinks - Good	N/A	N/A	Good	The facility meets regional standards. The current pavilion is adequate for regional level standards.
Archery	District	One archery field	Moderate	Archery has moderate use year-round	Archery field - Good	N/A	N/A	Poor – no facility provided. Occasional use of baseball building for storage, toilets and committee meetings.	The facility is not appropriate in the current location due to safety risks for other park users. An alternative location was proposed in the 2009 POWP Master Plan and the 2021 Target Sports Facilities Plan, which would allow the sport to expand its facilities and eliminate
Swimming and Water Pool	Regional	Ballarat Aquatic and Lifestyle Centre	High	Recreational, competition swimming, water polo and learn to swim has high use year-round	N/A	N/A	N/A	N/A	The facility meets regional standards for swimming and water polo competitions. Future expansion of leisure water should be considered as population grows over time. Car parking provision will need to be reviewed with any future BALC expansions or other precinct sports facility changes.
Cricket (Training only)	Local	Indoor and Outdoor Training facilities	Moderate	Local cricket training has moderate use in summer and preseason	N/A	N/A	N/A	N/A	The facilities are only used for training purposes. An alternate location for the local cricket club should be considered that has training and playing facilities.
Parkrun	District	Walking/Running Trails	Moderate	Parkrun is popular and runs weekly, year-round	Walking trails surface - Good	N/A	N/A		The running trails are adequate for event days. Better access to amenities and changeroom and shelter facilities if a new shared pavilion is developed for hockey or baseball.
Community Active Recreation	Local	Walking/Running Trails	Moderate	Weekly use of trails for walking, running and cycling. Connection to Lake Wendouree and Botanical Gardens	Walking trails surface - Good	N/A	N/A	N/A	The trails are adequate for community use.

## Demand Assessment

### Who are we planning for?

> Population growth, increasing female participation, new modified playing formats and organised social recreation activities

The estimated population for the City of Ballarat in 2021 was 113,471 residents (source profile.id). This is forecast to increase by 8.2% to 122,755 residents in 2026 and a further 16.2% projected increase by 2036 reaching 142,627 residents. The population is estimated to reach 170,000 by 2041.

When using the AusPlay Participation Survey for weekly participation rates of organised sports played at POWP, there is currently an estimated 6,980 participants across the major participation sports played at POWP. This will grow to 7,535 participants by 2036. An additional 1,789 sport participants are projected in the next 15 years.

The table below provides a summary of the current participation data (2023) that has been provided by each club/ user group at POWP.

Table 2: Local Club/User Group Sports Participation Data 2023

Sport	Club/User Group	2023 Registered Members
<b>Outdoor Field Sports</b>		
Baseball	Ballarat Royals Baseball Club	116
Baseball	Alfredton Baseball Club	124
Hockey	Hockey Ballarat	581 (491 SSA registered players)
Cricket (Training only)	Coronet City Cricket Club	92
<b>Outdoor Sports Courts and Greens</b>		
Tennis	Ballarat Lawn Tennis Club	164
Croquet	Ballarat Alexandra Croquet Club	43
<b>Total Registered Members</b>		<b>1,120</b>
<b>Other Sports</b>		
Archery	Wendouree Archery Club	113
Parkrun	Prince of Wales Parkrun	120
<b>Total Average Weekly Visits</b>		<b>233</b>

The POWP local clubs in the sports of baseball, hockey, tennis, croquet and cricket had 1,120 registered members recorded in 2023. A further 233 average weekly users participated in archery and parkrun activities.

The following map shows a 15-minute drive-time catchment around the POWP. In 2021, the 15-minute drive time catchment of POWP had a total of 75,603 people in the “active age group” (0 – 59 years). These age groups are the most active in our community.

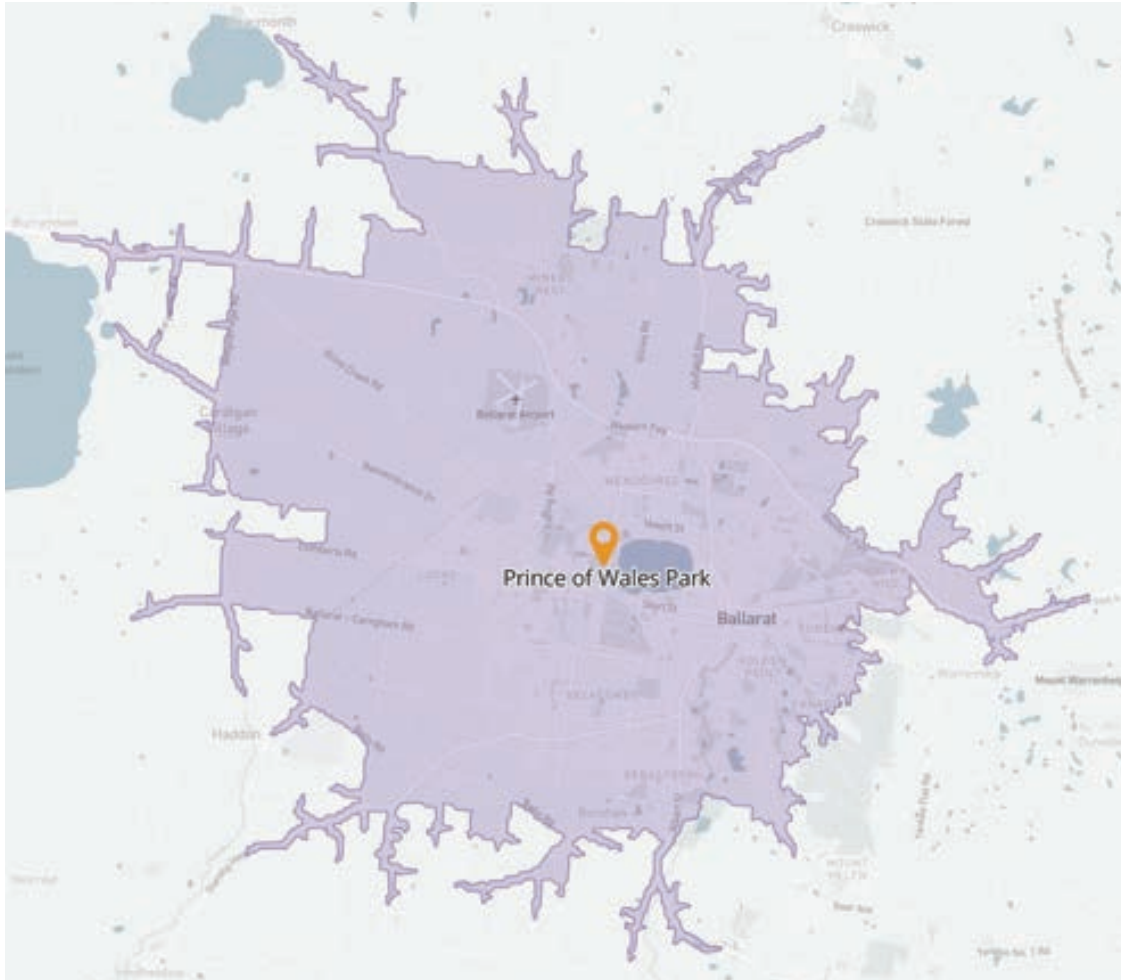



Figure 3: POWP 15-minute drive time catchment map



**If there is no change, there will be a shortfall in playing fields and courts to meet future participation demand for sports within the City of Ballarat that are played at Prince of Wales Park**

The Otium Analytics Demand Analysis Model shows a current and future shortfall of indoor and outdoor playing fields to provide for these participants in the future. The model predicts:




A current surplus of 1 baseball field. The current provision of three baseball fields will meet demand for 2036.

A current shortfall of one synthetic hockey field, growing to two synthetic hockey fields by 2036.

A current shortfall of five cricket ovals, growing to 13 ovals by 2036.

A current surplus of one tennis court, however growing to a deficit of 14 courts by 2036.



The number of playing fields required can be reduced by increasing capacity on the existing sports field network by introducing synthetic surfaces, upgrading sports fields of low quality, installing lights on fields and joint use of school fields and courts for training and competition. However, local factors like distribution and accessibility, programming of competitions, capacity for clubs to share, etc need to be considered.

**The model supports retaining three baseball fields (provided at POWP) and two additional hockey fields proposed in the Ballarat Hockey Feasibility Study and as proposed in the City of Ballarat Recreation Services Infrastructure Plan 2024-2039.**

New cricket ovals and tennis courts are proposed as part of future recreation infrastructure development in new growth areas in Ballarat West PSP, Ballarat North PSP, north-western and western growth areas, and additional provision is **not recommended** within POWP.

**> Regional sport and recreation precincts are multi-use, adaptable, accessible, inclusive and sustainable**

Key trends influencing the provision and design of sport and recreation facilities and services are:

- There is a trend for new or improved sport and recreation facilities to be designed as multi-use and multi-functional. This is partly due to sports facility investment being used smarter to not put unnecessary financial pressure on councils by duplicating facilities with available capacity.
- Insights from the COVID-19 pandemic highlighted the importance of local open spaces and the growing expectations from the community around the quality of their open spaces. The community is increasing their informal active recreation use of sports precincts that is resulting in conflict with formal sport programming and facility capacity issues.

The large growth in female participation within traditionally male-oriented sports is increasing pressure on playing facilities and increasing the need to diversify amenities to be universally accessible and facilitate fair access to facilities.

- Whilst the nature and intensity of participation in sport may change over time, the need for suitable and adaptable spaces to accommodate demand will remain. Future facility provision and design needs to ensure spaces are adaptable to accommodate changing participation trends.
- The location of sports precincts needs to be accessible to most of the community to maximise use. They should be well connected by active transport links and public transport.



The following design principles have been developed to help inform the future design of the Prince of Wales Park Master Plan:

<p><b>Accessible and Inclusive:</b> Facilities and spaces will be universally designed and inclusive, fostering participation in physical activity by all our community, across all life stages, genders and cultures.</p>		
	<p><b>Diverse and Equitable:</b> Facilities and spaces will offer a diverse mix of facilities, programs and experiences. Council will provide an equitable distribution across the municipality.</p>	
<p><b>Safe and Welcoming:</b> Facilities and spaces and programs are designed to be visible, open and welcoming to the community, creating a safe place for girls and women to participate.</p>		<p><b>Multi-Use:</b> Facilities and spaces will be multi-use, offering several activities, programs and experiences for users.</p>
	<p><b>Connected:</b> Facilities and spaces connection across our communities and our unique natural environment.</p>	
		<p><b>Sustainable:</b> Facilities and spaces will be designed and operate efficiently, whilst being well managed and maintained.</p>

**> Prince of Wales Park has the characteristics of a successful regional sporting and recreation destination**

Regional sports hubs are the primary centre of co-located, multi-sport and active recreation facilities that provide for a regional catchment. They are destinations for sport and recreation and deliver social and economic benefits to the wider region.

**As a regional sporting hub, the facility will be a destination for sport and recreation and will deliver social and economic benefits to the City of Ballarat.**

The facility siting and co-location with other regional sport and recreation facilities and the functional design and management model should optimise the use and maximise these benefits to the region.

The siting and design of the proposed facility should respond to the characteristics of a successful regional sporting precincts including being located in a high-profile site within a high population area, is easily accessible and connected, provides high quality treatments and spaces that address key user needs, universal design and female friendly principles, is recognised by National and State Sports Associations and is underpinned by local use whilst supporting regional/state competitions.





## Stakeholder Engagement

### What did we hear?

#### > Engagement Process

The stakeholder engagement process involved:

- Collection of usage and participation data from each user group.
- A site walk and interview with key user groups.
- A survey and interview with State Sporting Associations.
- An interview with the Ballarat High School and Ballarat Specialist School.
- Workshops with Council service departments at key milestone stages.

Ballarat Aquatic and Lifestyle Centre expansion is a priority. The Master Plan needs to prioritise the proposed expansion of the Ballarat Aquatic and Lifestyle Centre and not inhibit this development. The Ballarat Aquatic and Leisure Infrastructure Planning Assessment supports the BALC expansion to meet the needs of the future population (growth areas).

Specific improvements and expansion areas include enhancing aquatic experiences with contemporary water play experiences, new changing places/accessible amenities, expanded gymnastics area and expanded gym space.

#### > The current facilities are very well used by all local sports clubs/associations and seek renewal and expansion of assets

The POWP is well-used by the local sports club and association tenants. Peak times include Monday to Thursday and Saturdays, year-round. Local sports clubs and associations propose the following improvements:

- Archery seeks an indoor range suitable for competitions following de-commissioning of their previous indoor facility, and an outdoor archery range to meet Archery Australia Safety standards, allowing larger competitions and the possibility of hosting State championships.
- Baseball seeks renewal of the club rooms, an indoor training facility, and consideration of a second synthetic turf infield diamond.
- Hockey supports the renewal of the existing synthetic pitch and would like an additional two pitches and new change rooms proposed by the Ballarat Hockey Feasibility Study.
- Tennis would like to convert their lighting system to LED lights.

- Croquet support maintaining the existing facility.
- Parkrun would like some shelter for volunteer race officials, a drinking fountain and access to changerooms and amenities on event days.
- Cricket seeks a long-term home venue within Ballarat which includes a turf wicket as well as hard wicket provision which they don't currently have.

#### > State Sporting Associations confirm increasing sports participation for clubs at Prince of Wales Park and support the renewal and improvement of facilities

All State Sporting Association interviewed confirm that registered participation has increased from 2018 to 2023 across all ages and genders. The data shows a particular increase in junior and female teams. Modified playing formats and competitions have been introduced to encourage and support more people playing sports.

Hockey Australia confirms that the existing synthetic hockey pitch is at capacity and supports over 450 players. They support the renewal of the existing synthetic hockey pitch and additional pitches proposed in the Feasibility Study.

Tennis Victoria identifies the Ballarat Lawn Tennis Club as a district-size tennis facility and one of the most visited clubs, with over 1,000 annual visits to the venue. No expansion of this facility was proposed.

Croquet Victoria identifies the Ballarat Alexandra Croquet Club as a district-size croquet facility. The four-court facility is sufficient for the current membership of over 50 members and projected future demand.

Baseball Victoria confirms the current baseball clubs have strong memberships of over 100 players and require access to a minimum of two baseball diamonds. They support the clubs request for renewal of clubrooms and indoor training facilities.

## Strategic Directions

### > Vision

**The Prince of Wales Park is a regional sport, aquatic and leisure precinct that will provide for future growth of swimming and aquatic programming, gymnastics, hockey, baseball, tennis and croquet in the City of Ballarat.**



### > Development Considerations

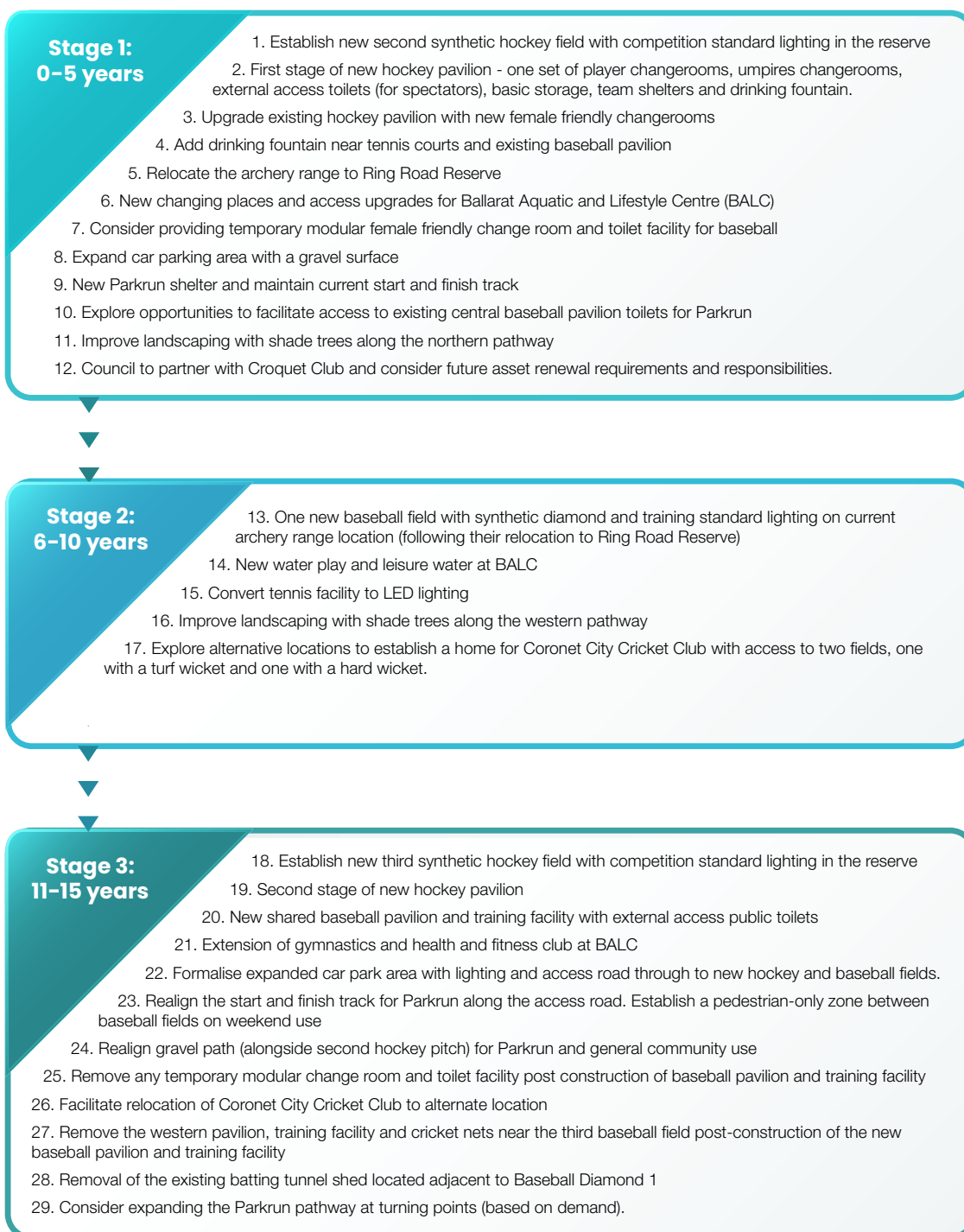
The following key development considerations were identified for the POWP Master Plan:

- Explore opportunities to further enhance POWP as a regional sport and recreation precinct catering to local, district and regional sports and leisure activities, competitions and events.
- Consider shared pavilions and other infrastructure that are fit for purpose for POWP clubs and users.
- Plan for future population and user groups growth and allow for staged development of specific activity areas within the precinct.
- Transition archery to an alternate site, based on the identified risks to other POWP users and the future growth needs of the sport.
- Transition the cricket club training facilities to an alternate site, that is fit for purpose for training and competition requirements and provides consistent access to turf and hard wicket ovals.
- Plan for expansion of the hockey infrastructure to meet regional provision standards, that can enable future growth of the sport and cater for regional level competitions. This facility will consider a staged approach to delivering two additional synthetic hockey fields and new change rooms and social facilities.
- There is currently a duplication of assets with the two baseball pavilions, with limited funding available to upgrade both to contemporary standards. Plan for consolidated baseball infrastructure to meet regional provision standards and ensure that shared facilities are provided that are fit for purpose. Consider a centralised baseball pavilion with indoor training facility that replaces the existing outdated clubhouses and indoor batting tunnels and services both clubs needs into the future.
- Maintain the district provision standards for tennis and croquet facilities. Consider converting the tennis court lighting system to LED lights.
- Plan for future expansion of BALC as Ballarat's regional aquatic and leisure destination. This may include a new contemporary water play park, water slides and leisure water.
- Ensure adequate car parking provision is provided within the precinct, centralised to service each facility's needs.
- Path network for passive community recreation uses and connections should be retained as an important asset
- Any future developments within the precinct should consider sustainable design principles, water sustainability for playing fields and surfaces, preserving the open space amenity and public safety.
- A staged approach to development is required based on the interconnected nature of the recommendations for hockey, baseball and archery. Priorities must be sequenced to ensure continued operation of each club, as well as consider the financial resources required to deliver these improvements over time.



## > Recommendations

To achieve this vision and respond to key issues and opportunities, design principles and development considerations, the following recommendations are proposed in three stages (subject to funding availability).



# Master Plan Concept Design

City of Ballarat > Prince of Wales Park Draft Master Plan

Architects have prepared a precinct master plan (with staging plans), hockey pavilion concept plan, baseball pavilion concept plan, Ballarat Aquatic and Lifestyle Centre expansion concept plan and archery facility concept plan (at an alternate site). The building concept plans are provided in Appendix 1.

## > Plan 1: Precinct Master Plan



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Prince of Wales Park - Masterplan / Feasibility

Sports Masterplan

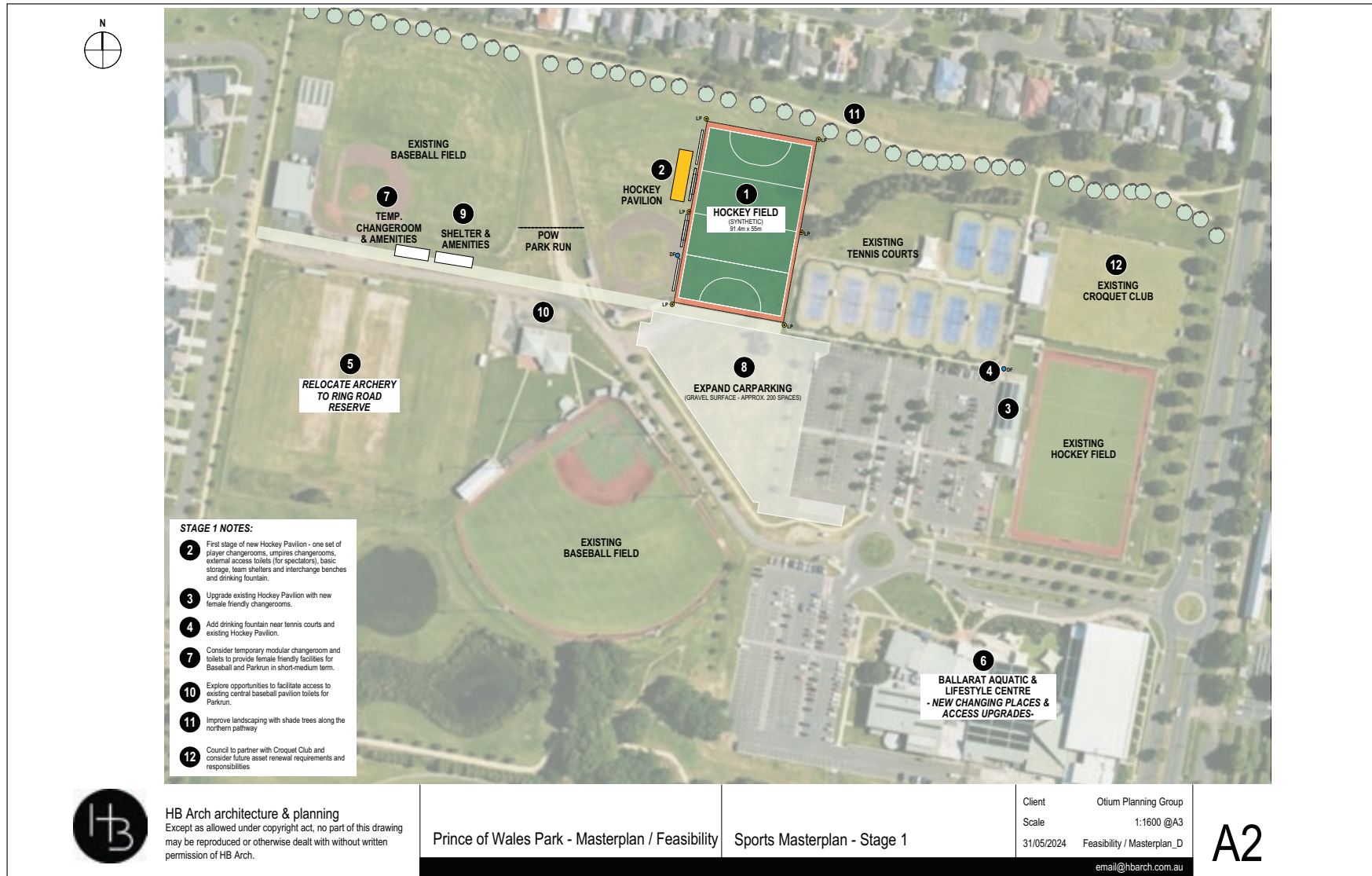
Client Otium Planning Group  
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email@hbarch.com.au

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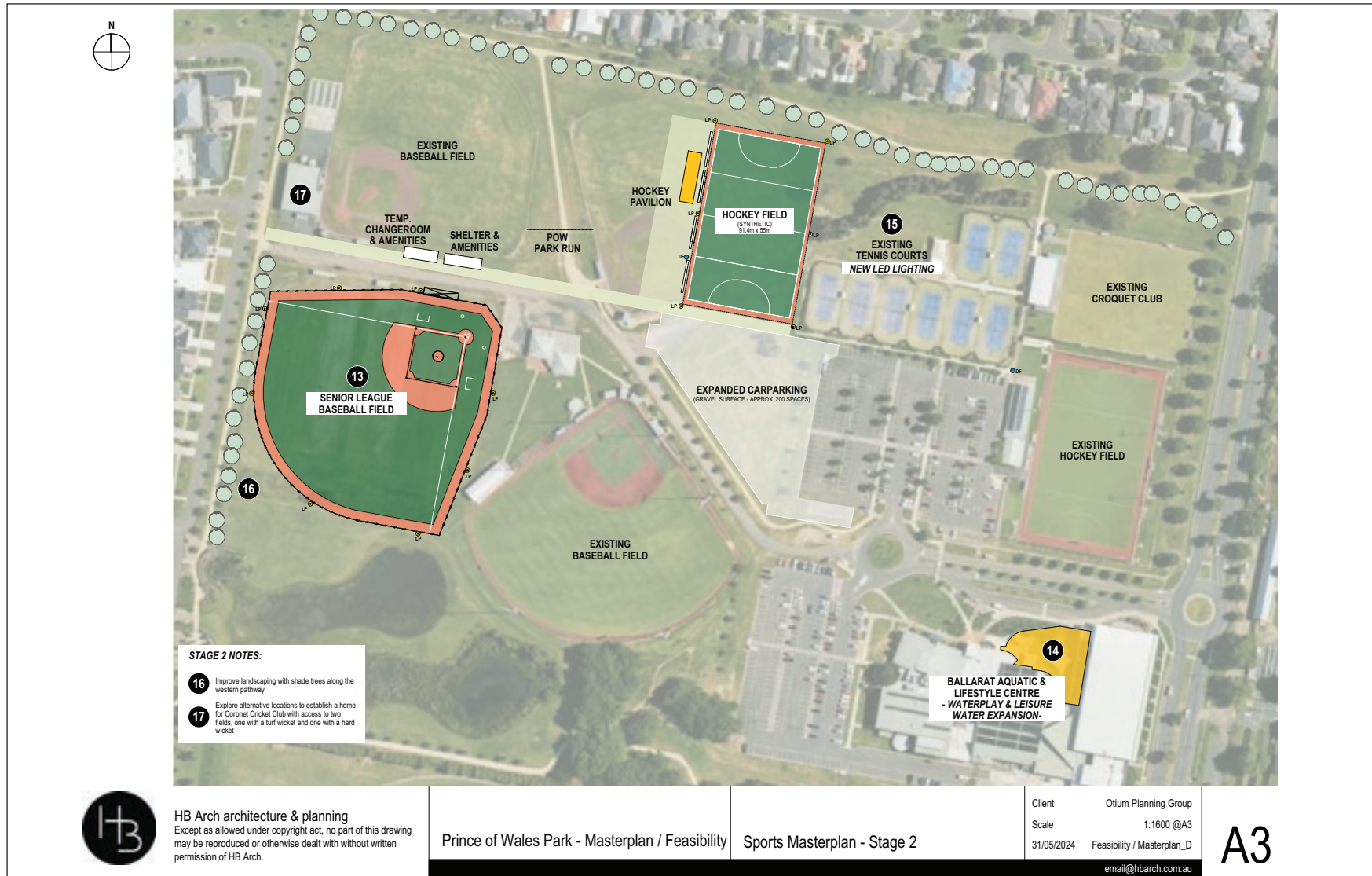
> Plan 2: Stage One Master Plan Development

City of Ballarat > Prince of Wales Park Draft Master Plan



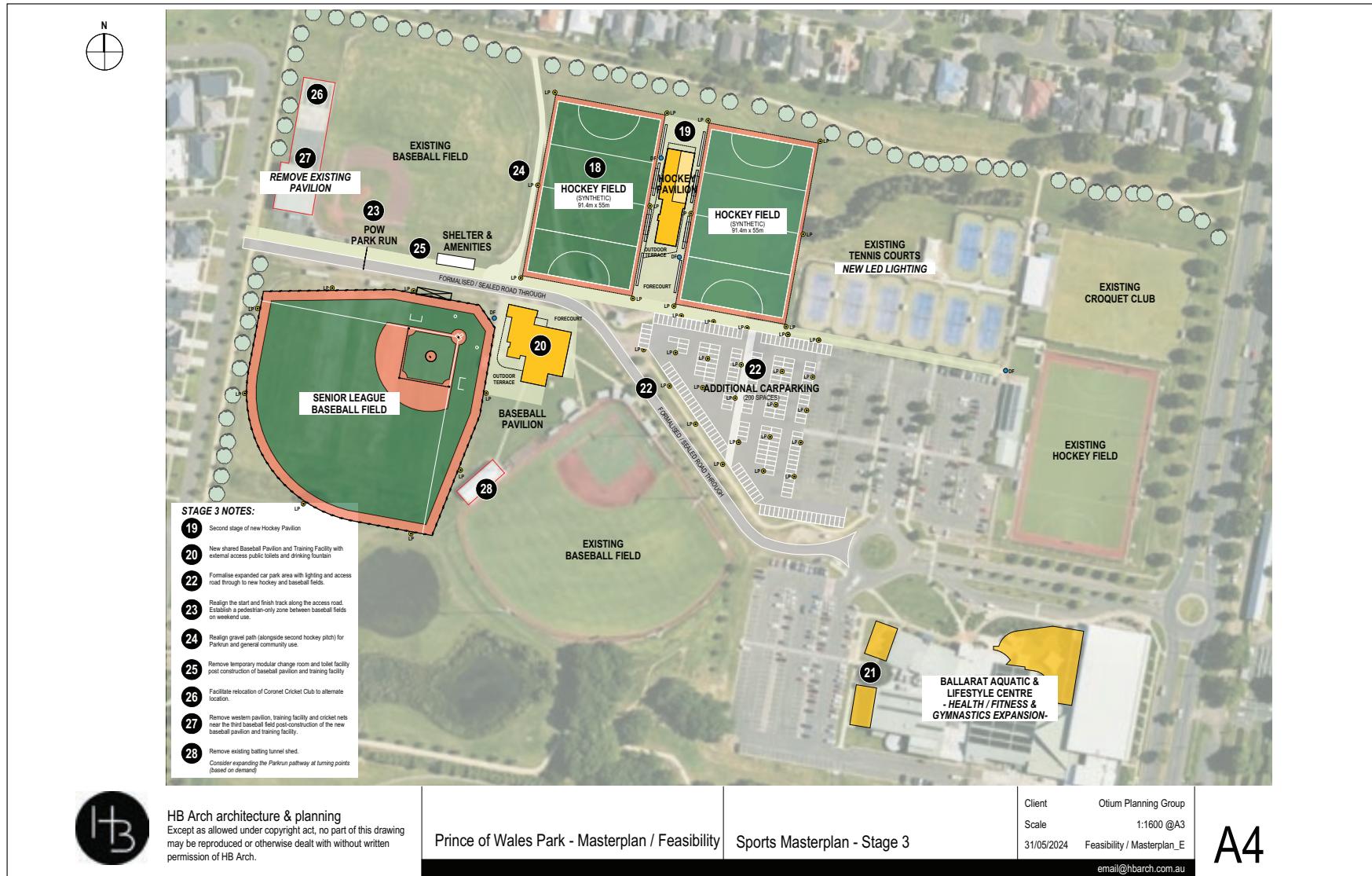
> Plan 3: Stage Two Master Plan Developments

City of Ballarat > Prince of Wales Park Draft Master Plan



> Plan 4: Stage Three Master Plan Developments

City of Ballarat > Prince of Wales Park Draft Master Plan





## Master Plan Implementation Plan

City of Ballarat > Prince of Wales Park Draft Master Plan

The implementation plan provides an indicative delivery timeframe for the projects identified in the POWP Master Plan. The proposed timeframe's will be subject to capital planning, funding availability and budget prioritisation processes over time. The projects listed will be considered for delivery through capital works planning and considered in budget prioritisation processes of the organisation. Council will need other funding contributions to deliver some projects. The funding strategy requires a partnership approach that includes State and Federal Government funding grants and commitment, National and State Sporting Association funding and local club contributions.

Some projects are expensive and will not and cannot be delivered without government support. The implementation plan below identifies stage 1, stage 2 and stage 3 timeframes in which projects will be considered and assessed for prioritisation. The plan has been informed by the Ballarat Recreation Infrastructure Plan Road Map, funding commitments received, project prioritisation and interdependency and logical sequencing of projects.

Table 4: POWP Implementation Plan

No.	Stage	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39
<b>Stage 1</b>																
1.	New second synthetic hockey field with competition standard lighting		Design	Construct												
2.	First stage of new hockey pavilion - one set of player changerooms, umpires changerooms, external access toilets (for spectators), basic storage, team shelters and drinking fountain.		Design	Construct												
3.	Upgrade existing hockey pavilion with new female friendly changerooms	Design	Construct													
4.	Add drinking fountain near tennis courts and existing baseball pavilion		Construct													
5.	Relocate the archery range to Ring Road Reserve		Design		Construct											
6.	New changing places and access upgrades for Ballarat Aquatic and Lifestyle Centre (BALC)	Construct	Construct													
7.	Consider providing temporary modular female friendly change room and toilet facility for baseball.		Design & Construct													
8.	Expand car parking area with a gravel surface			Design & Construct												
9.	New Parkrun shelter and maintain current start and finish track		Design & Construct													
10.	Explore opportunities to facilitate access to existing central baseball pavilion toilets for Parkrun	Action														
11.	Improve landscaping with shade trees along the northern pathway				Action											
12.	Council to partner with Croquet Club and consider future asset renewal requirements and responsibilities	Action														
<b>Stage 2</b>																
13.	One new baseball field with synthetic diamond with training standard lighting				Design	Construct										
14.	New water play and leisure water at BALC					Design	Construct	Construct								
15.	Convert tennis facility to LED lighting					Design	Construct									
16.	Improve landscaping with shade trees along the western pathway						Action									
17.	Explore alternative locations to establish a home for Coronet City Cricket Club with access to two fields, one with a turf wicket and one with a hard wicket				Action											

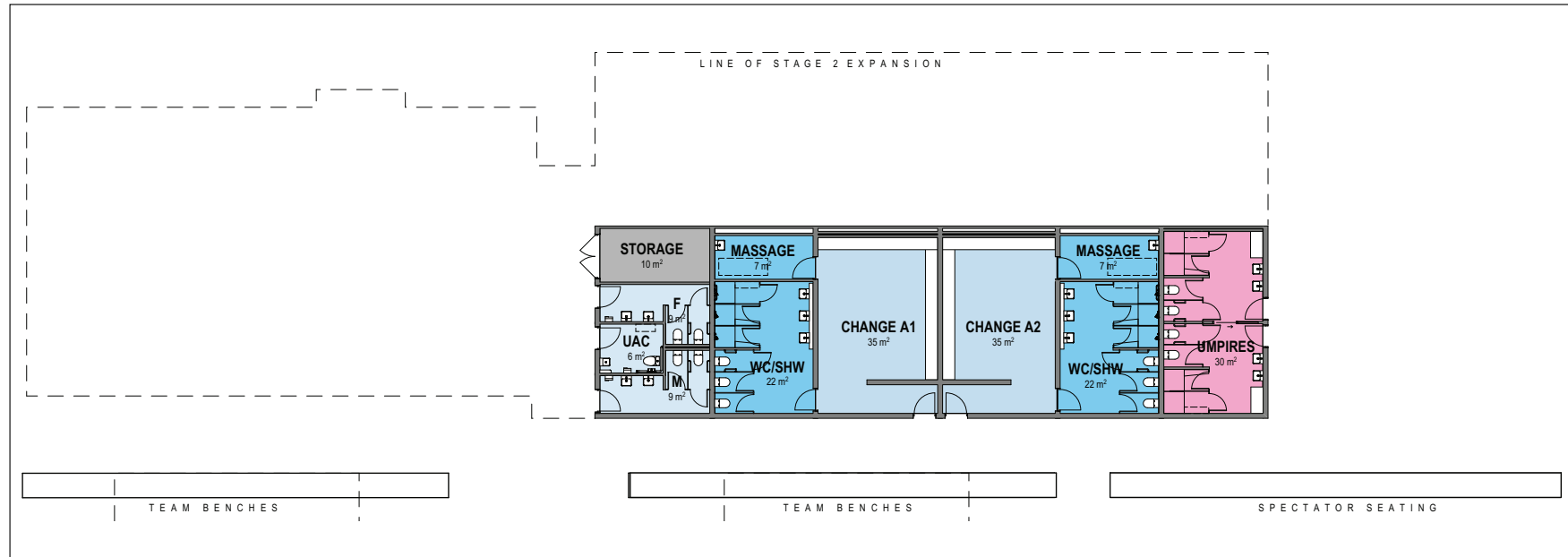
Table 4: POWP Implementation Plan

No.	Stage	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39
<b>Stage 3</b>																
18.	New second synthetic hockey field with competition standard lighting									Design	Construct					
19.	Second stage of new hockey pavilion									Design	Construct					
20.	New shared baseball pavilion and training facility with external access public toilets											Design	Construct			
21.	Extension of gymnastics and health and fitness club at BALC										Design	Construct	Construct			
22.	Formalise expanded car park area with lighting and access road through to new hockey and baseball fields.									Design	Construct					
23.	Realign the start and finish track along the access road. Establish a pedestrian-only zone between baseball fields on weekend use										Construct					
24.	Realign gravel path (alongside second hockey pitch) for Parkrun and general community use										Construct					
25.	Remove any temporary modular change room and toilet facility post construction of baseball pavilion and training facility														Remove	
26.	Facilitate relocation of Coronet City Cricket Club to alternate location									Action						
27.	Remove the western pavilion, training facility and cricket nets near the third baseball field post-construction of the new baseball pavilion and training facility														Remove	
28.	Removal of the existing batting tunnel shed located adjacent to Baseball Diamond 1														Remove	
29.	Consider expanding the Parkrun pathway at turning points (based on demand)											Action				

# Appendix 1: Concept Plans

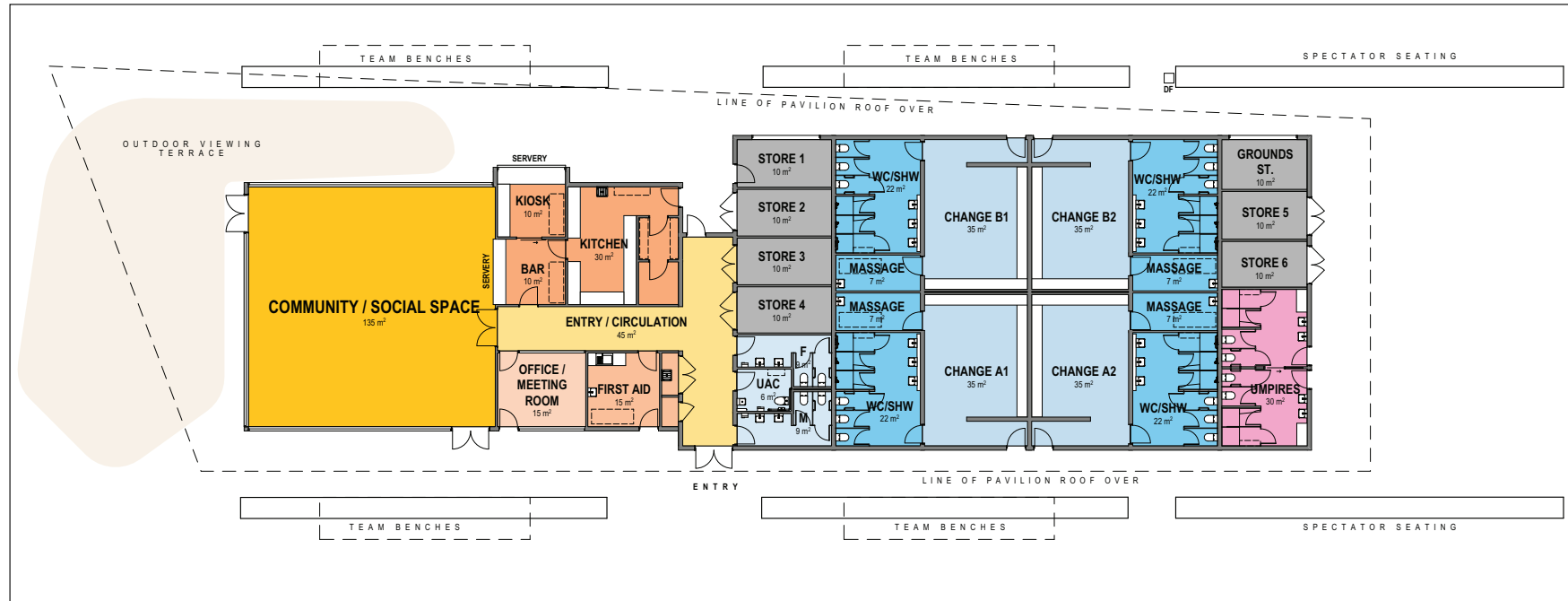
All concept plans are indicative only and are subject to funding availability and capacity as well as relevant design requirements at the time of approval for construction.

## > Plan 5: Hockey Pavilion Concept Plan – Stage 1



> Plan 6: Hockey Pavilion Concept Plan – Stage 2

City of Ballarat > Prince of Wales Park Draft Master Plan

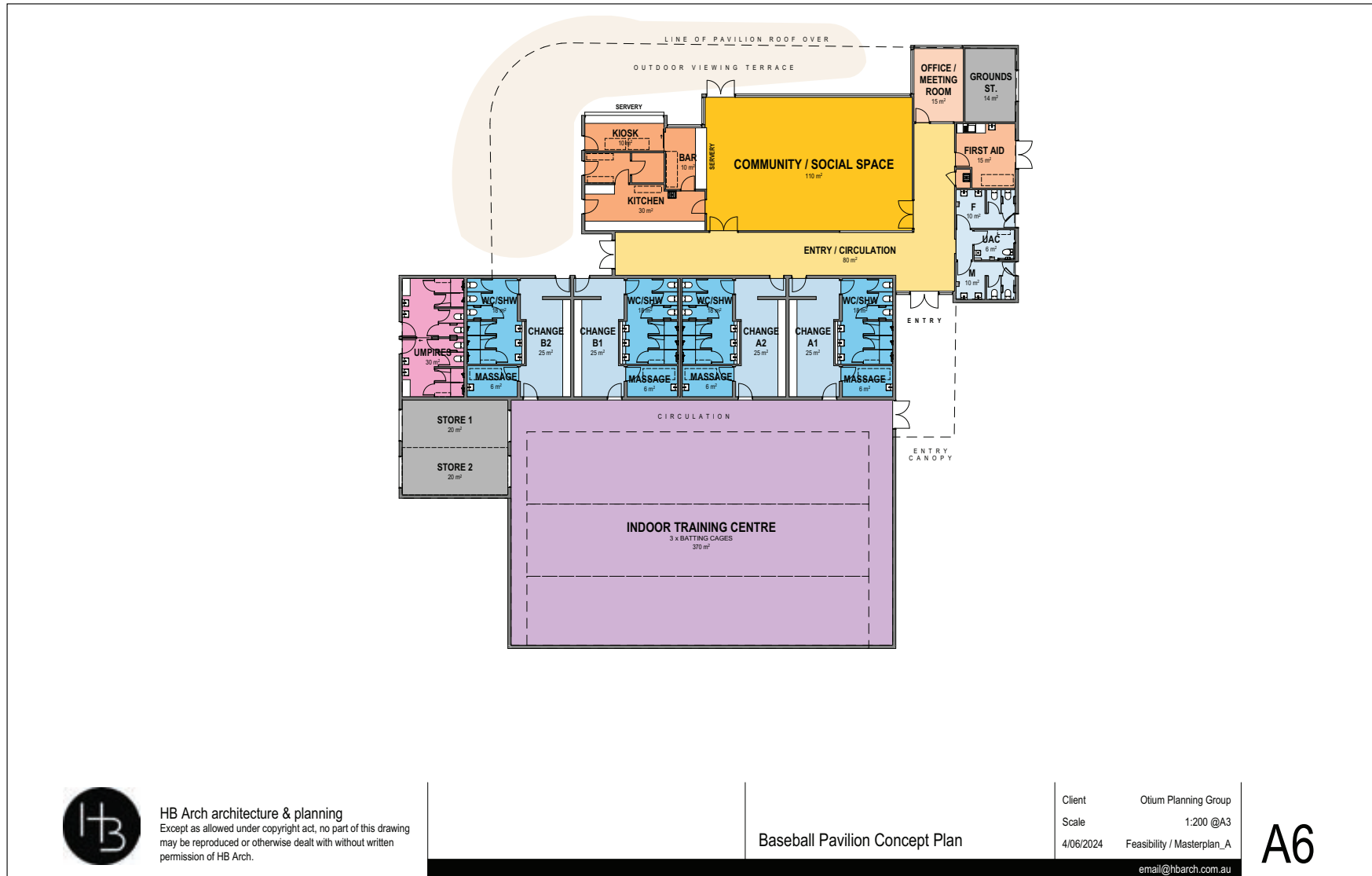


> 3D Render Image: Hockey Pavilion Concept Plan



> Plan 7: Baseball Pavilion Concept Plan

City of Ballarat > Prince of Wales Park Draft Master Plan



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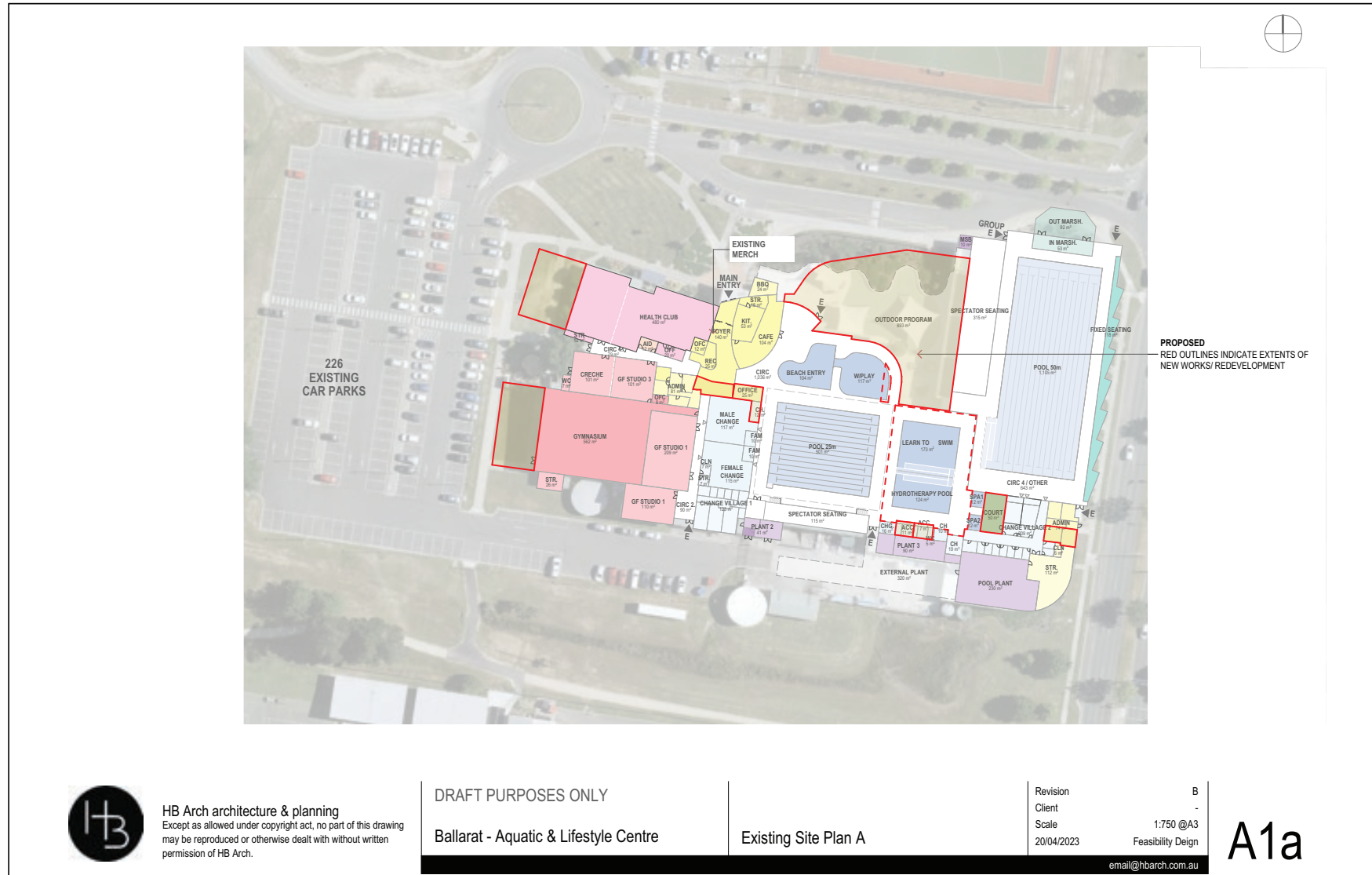
Baseball Pavilion Concept Plan

Client Otium Planning Group  
Scale 1:200 @A3  
4/06/2024 Feasibility / Masterplan\_A  
email@hbarch.com.au

A6

> Plan 8: Ballarat Aquatic and Leisure Centre Concept Plan

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DRAFT PURPOSES ONLY

Ballarat - Aquatic & Lifestyle Centre

Existing Site Plan A

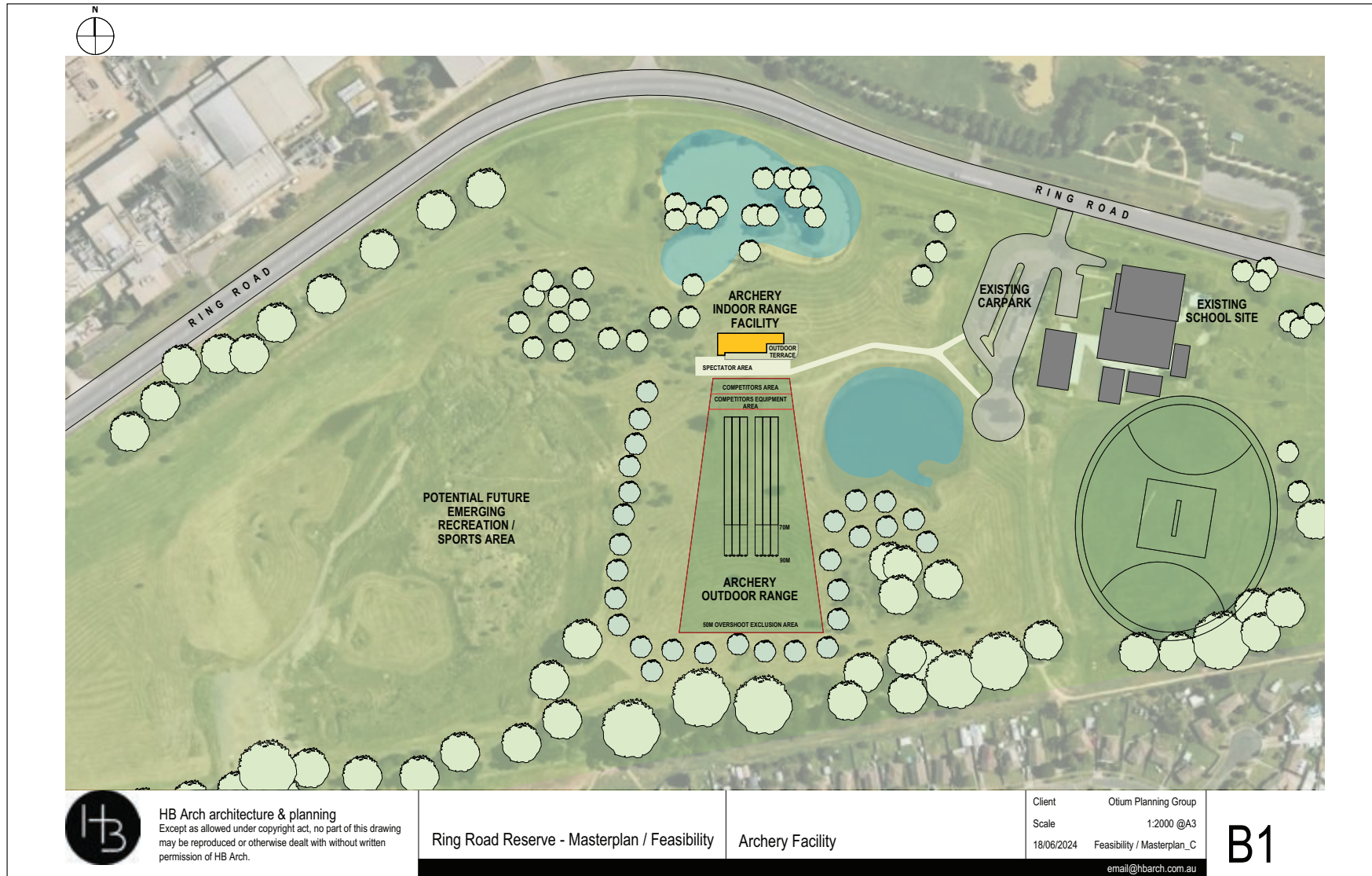
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20/04/2023

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Feasibility Deign  
email@hbarch.com.au

A1a

> Plan 9: Archery Facility Concept Plan (Ring Road Reserve Location)

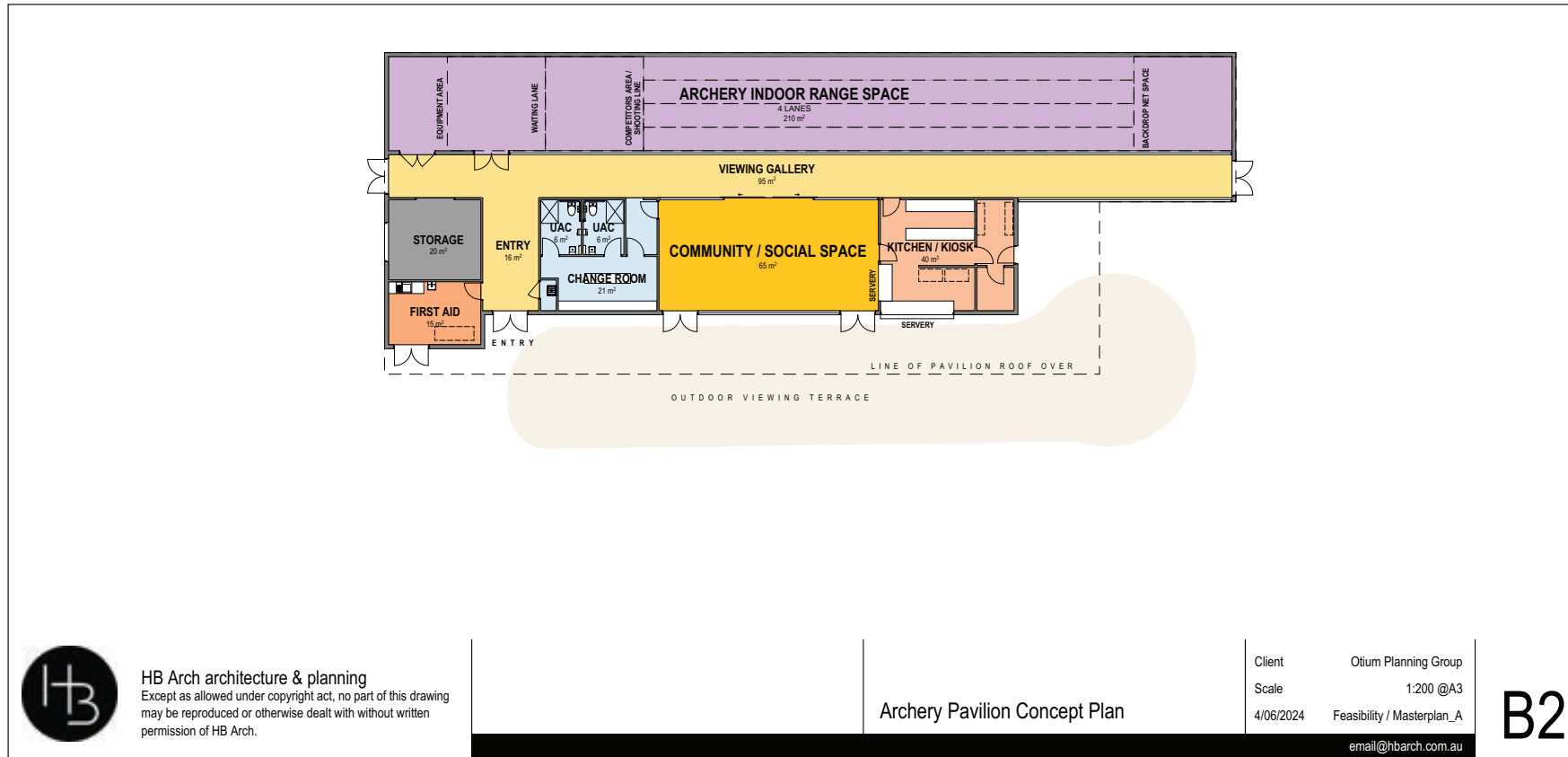
City of Ballarat > Prince of Wales Park Draft Master Plan





> Plan 9: Archery Facility Concept Plan (Ring Road Reserve Location)

City of Ballarat > Prince of Wales Park Draft Master Plan



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Archery Pavilion Concept Plan

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B2



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## 8.8. AINARO COMMUNITY DEVELOPMENT ACTION PLAN

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Suzannah Burton – Coordinator Social Inclusion

### PURPOSE

1. The purpose of this report is to seek endorsement of the Ainaro Community Development Action Plan 2024-2029 (the Action Plan).
2. The Action Plan outlines the vision and the four priority areas of establishing robust governance arrangements between the City of Ballarat (CoB) and the Ainaro Municipality, contributing to local infrastructure, building community capacity and promoting the health and wellbeing of the Ainaro community.
3. The Action Plan was developed in consultation with the Ballarat Friends of Ainaro Community Committee (BFACC).
4. The Action Plan details how CoB intends to collaborate and work in partnership with the Ainaro community.

### BACKGROUND

5. Since 1999, the City of Ballarat has enjoyed an informal friendship relationship with the Municipality of Ainaro in Timor Leste. This partnership was formalised with the signing of the Ballarat-Ainaro Friendship agreement on 1 July 2003. This agreement has strengthened a partnership of mutual respect and cooperation between Ballarat and Ainaro with the objective of building capacity and promoting wellbeing for the people of Ainaro. This partnership has seen an exchange of knowledge, skills and resources. Since the formal agreement was signed, several delegations from Ballarat have visited Ainaro. In return, CoB has hosted several administrators from the Ainaro region.
6. The Ballarat-Ainaro Friendship Agreement is overseen by BFACC which meets monthly. Meetings include updates from working parties leading community development projects and programs including:
  - a. Fundraising,
  - b. Strategic Planning Implementation,
  - c. Ballarat Ainaro Community Development Organisation (BACDO)
  - d. Teachers4 Timor
  - e. Damascus College and Ballarat Grammar schools
  - f. Ainaro Ballarat Health Support
  - g. Klibur Domin Foundation
  - h. Arte Ramelau
  - i. Hospitality and tourism trade schools.
7. In September 2023, a formal delegation from Ballarat visited Ainaro to commemorate the 20<sup>th</sup> anniversary of the Ballarat-Ainaro Friendship agreement. The Action Plan has been developed based on information gathered during this delegation.

8. The Action Plan was further informed, reviewed, and endorsed by BFACC in April 2024.

## KEY MATTERS

9. The Action Plan has four key objectives:

- 1) Strengthening partnerships and establishing good governance between the COB and Ainaro.
- 2) Supporting the delivery of local community infrastructure in Ainaro.
- 3) Building local community capacity.
- 4) Promoting health and wellbeing.

10. The action plan will be phased thus:

- Years one and two will focus on formalising partnerships and governance arrangements and undertaking needs assessments to understand skills shortages and health and wellbeing profiles. This period will also see the completion of infrastructure projects currently in progress including:
  - Completion of the community playground project.
  - Completion of upgrades to Ainaro Community Centre training rooms.
  - Commencement of an annual ICT redistribution project transferring 20 recycled Council laptops for community use in Ainaro.
- The third year of the Action Plan includes a proposal for a Ballarat Delegation Project Team to visit Ainaro to check-in on progress against actions in the Plan and to support building local workforce capacity and strengthening volunteer support. The visit will assist to finalise proposed project and action areas for the final two years of the action plan.
- The final three years will progress ongoing health and business projects and establish additional projects identified through needs assessments and co-design.
- The final year of the plan will focus on monitoring and evaluation and ensuring program sustainability. It seeks to evaluate the effectiveness of the plan, its implementation, and its legacy.

11. Governance and oversight of the action plan will see:

- a. Monthly updates of progress made to BFACC
- b. Quarterly reports including financial reports to BFACC
- c. Implementation reports will be made to Council annually.

## OFFICER RECOMMENDATION

12. That Council:

- 12.1 Adopt the Ainaro Community Development Action Plan 2024-2029.

## ATTACHMENTS

1. Governance Review [**8.8.1** - 3 pages]
2. Ainaro Community Development Action Plan 2024-2029 [**8.8.2** - 9 pages]

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**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Ainaro Community Development Action Plan 2024-2029 (the action plan) was developed to support the implementation of the Ballarat Friends of Ainaro Community Committee (BFACC) Strategic Plan 2017-2022 and will be a companion piece to the BFACC Implementation Plan (in draft).
2. The plan supports the delivery of the Friendship Agreement and the Municipal Cooperation Agreement between the City of Ballarat and the Timor-Leste Government (for the Municipality of Ainaro).
3. Whilst the plan focusses on the community of Ainaro in Timor-Leste and therefore sees most described activities take place outside of Ballarat, the principles and objectives of the plan aligns with key City of Ballarat strategies including the Inclusion Framework 2022-2026 and the Intercultural Plan 2022-2026.
4. Alignment with the Community Vision and Council Plan (specifically Goal 2: A healthy, connected and inclusive community and Goal 6: A council that provides leadership and advocates for its community, are implicit throughout the action plan.
5. The action plan contributes to the City of Ballarat's collective work towards inclusion, through its alignment to the principles and common areas of action of the Inclusion Framework.
6. Other key alignments include:
  - Municipal Health and Wellbeing Plan 2021-2031
  - Community Engagement Framework
  - Active Women and Girls' Strategy 2018

**COMMUNITY IMPACT**

7. Actions that contribute to increased cultural awareness, access and inclusion are beneficial not only to people from migrant backgrounds but for the whole community since these enhance intercultural understanding, harmony and peace.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

8. There are no specific climate emergency or environmental sustainability implications identified.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

9. There are no specific economic sustainability implications identified.

**FINANCIAL IMPLICATIONS**

10. Any projects/programs identified from the implementation of the action plan that fall outside of the recurrent budget will be subject to a business case approval process.

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**LEGAL AND RISK CONSIDERATIONS**

11. The Action Plan, Friendship Agreement and the Municipal Cooperation Agreement between the City of Ballarat and the Timor-Leste Government (for the Municipality of Ainaro) are not legally binding documents.
12. The first year of the Action Plan will consider governance, oversight and robust mechanisms of accountability.
13. The proposed annual budget allocation will be subject to an acquittal process.
14. A risk register has been developed to support the Action Plan and will be embedded into reporting templates and schedules.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

16. The action plan is based on needs identified in consultation with key stakeholders and local community members during the City of Ballarat delegation to Ainaro led by Mayor Hudson.
17. Engagement with the City of Ballarat staff and BFACC members was instrumental in developing the five-year Action Plan.
18. Monthly engagement occurs with the to review progress with the implementation of the five-year Action Plan.
19. Other community engagement has also occurred across the year to inform individual actions within the Plan.

**GENDER EQUALITY ACT 2020**

20. There are gender equality implications identified for the subject of this report and a Gender Impact Assessment has been completed.
21. The implementation of actions has been underpinned by the recommendations from the Gender Impact Assessment undertaken for the Action Plan including:
  - Ensuring that the promotion of gender equality underpins all work associated with the Action Plan
  - Applying a gender lens that recognises the importance of safety, barriers to inclusive programming and the diversity of the Ainaro communities and individuals.
  - Seeking to improve inclusion more broadly within Ainaro community.

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- Using training such as Access, Equity and Inclusion onboarding and Intercultural Competence/Cultural Awareness Training to improve outcomes.
  - Ensuring governance mechanisms such as steering committees, project working groups and engagement activities including co-design consider gender equity and diversity.
22. In addition, Gender Impact Assessments will be undertaken during planning for the implementation of the Action Plan at each phase.
23. The recommendations from these Gender Impact Assessments will guide the engagement and planning for this project and will continue to influence its delivery.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

24. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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CITY OF BALLARAT  
**Ainaro Community  
Development Action Plan  
2024 – 2029**





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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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## Executive Summary

For over 20 years the City of Ballarat has had a formal link with the Municipality of Ainaro in East Timor. During this time many delegations have taken place and many projects have been delivered. It has created a relationship where both communities feel valued and connected.

Despite an ongoing commitment to a friendship arrangement with Ainaro, the City of Ballarat has never had an official action plan in place that confirms the ongoing provision of resources which steers priorities and guides projects. This action plan developed on the back of the 2023 City of Ballarat delegation has been created in conjunction with the Ballarat Friends of Ainaro Community Committee. In April 2024, the Ballarat Friends of Ainaro Community Committee formally endorsed this plan.

The action plan is based on a five-year period commencing in 2024/25. The first year of implementation focuses on formalising the partnership arrangements, working through some of the financial

and reporting arrangements that will operate throughout the plan. It also has a primary focus of infrastructure; in particular completing the local playground project which commenced construction in late 2023. The third year of the plan includes a proposal for a City of Ballarat Project Team to visit Ainaro to check-in on progress being made against actions in the plan and to provide additional assistance in the areas of building local workforce capacity and strengthening volunteer support. Any planned assistance in these areas would be co-designed with the Ainaro community. The visit will assist to finalise proposed project and action areas for the final two years of the plan.

There will be ongoing health and business projects in the final 3 years. The final year of the plan has a primary focus on monitoring and evaluation as well as ensuring program sustainability. It seeks to evaluate on the effectiveness of the plan, its implementation, and its legacy. Promoting gender equality underpins the Ainaro Community Development Action Plan.

## Background

The City of Ballarat's (CoB) link with the Municipality of Ainaro first began in 1999, when the Ballarat branch of the Australian East Timor Association identified the Ainaro region as an appropriate sister region for Ballarat and initiated an 'informal friendship' relationship. Following this, the official friendship agreement was signed on 1 July 2003, by then Ainaro District Administrator Sr Joao de Corte-Real and Ballarat Mayor Cr David Vendy. This led to the Ballarat Friends of Ainaro Community Committee (BFACC) being formally established, providing support to further develop the friendship with Ainaro District.

The Ballarat-Ainaro Friendship Agreement is based on mutual respect and cooperation with the aim of working with the community to build capacity for the people of Ainaro. This formal Friendship Agreement did not commit Council to providing financial or physical resources, but rather involved the transfer of knowledge, skills, and resources as appropriate, at both local government and community levels.

Since the formal friendship agreement was signed, several delegations from the City of Ballarat have visited Ainaro. In return, the City of Ballarat has hosted several administrators from the region who have learnt from our practices and taken this knowledge and skills back to their communities.

In September 2023, a formal delegation from Ballarat visited Ainaro to commemorate the 20th anniversary of the Friendship Agreement.

## Action Plan – Framework and Assumptions:

The following action plan has been developed based on information gathered during the 2023 City of Ballarat delegation to Ainaro. It has also been reviewed, critiqued and formally endorsed by the by City of Ballarat's Ballarat Friends of Ainaro Community Committee (April 2024).

The action plan is based on four key objective areas:

- 1. Strengthening Partnerships and good governance between City of Ballarat and Ainaro**
- 2. Supporting the delivery of local community infrastructure in Ainaro.**
- 3. Building local community capacity.**
- 4. Promoting Health and Wellbeing.**

The Action Plan developed has been put in place based on the following assumptions.

1. City of Ballarat provides \$20,000 AUD per year to implement the action plan.
2. Funds provided by the City of Ballarat are to be paid via half yearly instalments. Each payment is subject to receipt of an acquittal report.
3. City of Ballarat to provide in-kind contributions that fall within the Reconciliation and Social Inclusion budget.
4. BFACC are responsible for annually raising funds to employ the project officer who will assist implement this action plan. Estimated annual funds required \$5,000.

## Year 1 – 2024 / 2025 Action Plan

Priority Area	Action	Implementation
<b>1. Strengthening Partnerships and Good Governance</b>	1.1 Memorandum of Understanding (MOU) developed between City of Ballarat and identified local stakeholder. 1.2 MOU to include agreed procedures for all financial and project reporting. 1.3 Partnership established with local Municipality and local key stakeholders. 1.4 Governance group established to oversee implementation of action plan.	<ul style="list-style-type: none"> <li>Signed MOU in place with Ainaro Municipality.</li> <li>Financial transfers underway using agreed process.</li> <li>Clear guidelines produced.</li> <li>Project milestone and acquittal reporting underway.</li> <li>Governance documentation and meeting schedule in place.</li> <li>Progress reported by Intercultural Services team to BFACC at monthly meetings. Annual briefing to council or more frequently on request.</li> </ul>
<b>2. Supporting Community Infrastructure</b>	2.1 Finalise construction of community playground. 2.2 Improve Community kitchen facilities to be suitable for hospitality training. 2.3 Assess improvements and repairs to: <ul style="list-style-type: none"> <li>- Kindergarten</li> <li>- Arte Ramelau</li> <li>- Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>Final project report received on construction process.</li> <li>Playground in use by local community.</li> <li>Community Kitchen improvement complete.</li> <li>Community kitchen approved as at standard for hospitality training.</li> <li>Needs assessment complete for:               <ul style="list-style-type: none"> <li>- Kindergarten improvement</li> <li>- Arte Ramelau</li> <li>- community centre improvement</li> </ul> </li> </ul>
<b>3. Building Community Capacity</b>	3.1 Mapping of skills shortages 3.2 Delivery of Hairdressing /barber training and equipment purchased to enable local microbusinesses to establish. 3.3 Hospitality and Tourism training. 3.4 20 laptops to be provided to community. 3.5 Assisting with Natural Disasters and Emergencies that arise.	<ul style="list-style-type: none"> <li>Mapping of skills shortages completed - feasibility study using local data complete.</li> <li>8 Week Course starting in May each year.</li> <li>Industry partnerships established.</li> <li>Laptops provided and in use.</li> </ul>
<b>4. Promoting Health &amp; Wellbeing</b>	4.1 Local health profile undertaken. 4.2 Local health promotion activity identified.	<ul style="list-style-type: none"> <li>Local health data report card/snapshot produced.</li> </ul>

## Year 2 – 2025 / 2026 Action Plan

Priority Area	Action	Implementation
<b>1. Strengthening Partnerships and Good Governance</b>	1.1 Locally employed project officer in place. 1.2 Establish and strengthen local governance mechanisms including steering committee.	<ul style="list-style-type: none"> <li>• Project officer employed.</li> <li>• Steering committee in place to guide project officer.</li> <li>• Reporting regular activity updates provided.</li> <li>• Monitoring and evaluation (MEL) plan developed; to be embedded in reporting.</li> </ul>
<b>2. Supporting Community Infrastructure</b>	2.1 Conversion of Basketball court to enable use as a futsal space. 2.2 Improvements to kindergarten initiated. 2.3 Improvements to Arte Ramelau initiated. 2.4 Maintenance schedule for community building established.	<ul style="list-style-type: none"> <li>• Construction/modifications in progress.</li> <li>• Regular Construction/ project updates provided to steering committee, Intercultural services team and BFACC.</li> <li>• Maintenance schedule developed -embed in MEL.</li> </ul>
<b>3. Building Community Capacity</b>	3.1 Hospitality and tourism training to take place. 3.2 Industry partnerships strengthened. 3.3 Career pathway mentoring established. 3.4 Micro business grants program to be established. 3.5 Assisting with Natural Disasters and Emergencies that arise.	<ul style="list-style-type: none"> <li>• Second group of cohorts to complete training in renovated training rooms (fourth cohort overall).</li> <li>• Cohorts to access mentoring /career pathway support and work experience opportunities.</li> </ul>
<b>4. Promoting Health &amp; Wellbeing</b>	4.1 Local health promotion activity established addressing identified health priorities. 4.2 Establish Ballarat/Ainaro Soccer partnership. 4.3 Establish soccer coaching program.	<ul style="list-style-type: none"> <li>• Health promotion activity schedule in place and operational.</li> <li>• Soccer equipment available for community.</li> <li>• Soccer coaching program in place.</li> </ul>

### From 2026:

Year three of the plan which commences in July 2026 will focus on a workforce exchange program and seek to strengthen volunteer opportunities in Ainaro for City of Ballarat staff members.

Midway point will see a delegation check in on progress and an important opportunity to consider priorities for the final two years of the plan.

## Year 3 – 2026 / 2027 Action Plan

Priority Area	Action	Implementation
1. Strengthening Partnerships and Good Governance	1.1 Ongoing employment of local project officer 1.2 CoB delegation to visit and check on progress, consider priorities for the final 2 years of the plan.	<ul style="list-style-type: none"> <li>Project officer regularly reporting updates.</li> <li>Delegation report submitted to council.</li> </ul>
2. Supporting Community Infrastructure	2.1 Building and upgrading local school classrooms.	<ul style="list-style-type: none"> <li>Classrooms completed and report of process received from Ainaro project officer.</li> </ul>
3. Building Community Capacity	3.1 Consider a workforce exchange program – CoB staff volunteering their skills in Ainaro. 3.2 Micro business grants program to be established. 3.3 Tool library established - System for tools being loaned set up by Ainaro based project officer with help from.	<ul style="list-style-type: none"> <li>CoB staff report submitted to council.</li> <li>Grant /EOI Guidelines and assessment process complete.</li> </ul>
4. Promoting Health & Wellbeing	4.1 Assist Ballarat Friends of Ainaro Health Group working on programs in region.	<ul style="list-style-type: none"> <li>Delivery of community health programs.</li> </ul>

**From July 2027 (Year 4 2027-28, Year 5 2028-29):** After three years the Action Plan will be reviewed. It is envisaged that there will be a continuation of actions initiated in Year 3 of the plan in areas including: upgrading classrooms, small business grants, tool library, nutrition/health programs.



## Governance

Implementation progress will be reported by Intercultural Services Team to the Ballarat Friends of Ainaro Community Committee at their monthly meeting. A briefing will be presented to Council annually or more frequently on request.





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June 2024

## 8.9. ANNUAL COMMUNITY SATISFACTION SURVEY

**Division:** Corporate Services  
**Director:** John Hausler  
**Author/Position:** Michael Riseley – Executive Manager Business Services

### PURPOSE

1. This report presents Council with the 2024 Community Satisfaction Survey results.

### BACKGROUND

2. The Community Satisfaction Survey is commissioned each year to ask the opinion of local people about the operations of Council.
3. The Community Satisfaction Survey also makes comparison to other regional centres and statewide benchmarks.
4. The City of Ballarat changed survey providers in 2022 to JWS to better align with other regional Councils operating in Victoria. This is the third year of using JWS and enables improved bench marking of results and provides consistency in the analysis of indicators commonly used by the local government sector.
5. In 2023, the City of Ballarat expanded the survey's sample size from 400 respondents to 800, providing a more robust representation of the population being surveyed. This approach was used again for the 2024 survey.
6. In 2024, the City of Ballarat implemented quarterly sampling, so 200 responses were collected each quarter, rather than 800 responses at the same point in time. This change in approach does not appear to have influenced performance results.

### KEY MATTERS

7. Across the 8 JWS key Council Service indicators in 2024, the City of Ballarat's performance results have either remained the same or declined from 2023, with the exception of waste management:
  - Overall performance [CB<sup>1</sup> -, RC ↓2, SW ↓2]<sup>2</sup>
  - Value for money [CB ↓1, RC ↓2, SW ↓1]
  - Overall council direction [CB -, RC ↓2, SW ↓1]
  - Customer service [CB -, RC -, SW -]
  - Waste management [CB ↑ 1 , RC ↓3, SW ↓4]
  - Consultation & engagement [CB ↓1, RC ↓1, SW ↓1]
  - Community decisions [CB ↓3, RC ↓2, SW ↓1]
  - Sealed local roads [CB ↓4, RC ↓3, SW ↓3]
8. The trend in results for 2024 experienced by the City of Ballarat is broadly consistent with the overall trends across both Regional Centres and local government in Victoria more generally, as is outlined above.

---

<sup>1</sup> CB = City of Ballarat, RC = Regional Centres, SW = State-wide

<sup>2</sup> ↓ or ↑ or - denotes 2024 indicator score relative to 2023 indicator score.

9. The Community Satisfaction Survey is one of many tools that aim to inform future planning and programs of work and supports continuous improvement in service delivery.
10. The information detailed in the survey is one of the tools utilised for Council to receive high level generic feedback on its performance. Officers also receive feedback through engagement and consultation with our community and on a daily basis as we provide services.
11. Through 2023/24, additional feedback was also received via Snap Send Solve app from customers at the end of their experience, with most recent results indicating customers scored their experience with City of Ballarat 3.9 out of 5 compared to 3.5 out of 5 for similar sized Councils in May 2024.
12. All the information Council receives as feedback, along with targeted consultation on specific matters that come before Council helps guide how services are delivered and highlights areas of focus for Council to seek improvement.
13. Officers continue to work on approaches to improve our performance in responding to customers in the delivery of quality, inclusive and response customer service, including the following work that is currently occurring:
  - a. The establishment of a Digital Customer Service Officer in 2023/24 has enabled greater focus on digital customer channels and prompt responses back to customers for all Snap Send Solve requests, resulting in improved customer feedback scores. An additional day per week of staff resources was included in the 2024/25 Budget to increase the capability of this role to respond to customer requests.
  - b. Continued roll out of the Customer Charter endorsed in late 2023, setting clear standards with a focus on closing the loop on customer interactions.
  - c. As an initial stage of the roll out, all Corporate Services external customer interaction request types have response standards established. Since their establishment in November 2023, the following has been achieved:
    - i. 91% of approximately 9,000 customer requests relating to Corporate Services requests have been resolved within expected timeframes.
    - ii. 81% of these requests involved a 'close the loop' notification going to customers.
    - iii. All completed Snap Send Solve requests have received 'close the loop' notifications (5,029 received).
    - iv. Trials continue in Regulatory Services to apply response standards to a broad range of customer request types.
    - v. Further trials across other areas of the organisation with external customer interactions will also be embarked on in 2024/25.
  - d. A trial of automated 'close the loop' notifications will commence in 2024/25.
14. In response to previous community feedback, Council increased funding in the 2023/24 Budget for roads and have retained a higher level of expenditure for the upcoming 2024/25 year also. For 2023/24, the budget was increased for:
  - a. Major patch program maintenance works from \$1.4M to \$2M annually.
  - b. Asphalt overlay maintenance works from \$1M to \$2M annually.
15. These proactive maintenance programs ensure our road network retains its quality and extend the life of the existing road pavement, providing long term cost savings.
16. Council recently approved the 2024/25 Budget which will result in an additional FTE being added to the road crew.

17. In considering the specific feedback on road performance in the attached City of Ballarat tailored report, it is important to note that a number of roads identified in the specific customer feedback are not roads for which the City of Ballarat has responsibility.

### **OFFICER RECOMMENDATION**

**18. That Council:**

**18.1 Receive and note the attached 2024 Community Satisfaction Survey results; and**

**18.2 Place the 2024 Survey Report on Council's website for public viewing.**

### **ATTACHMENTS**

1. Governance Review [8.9.1 - 1 page]
2. Community Satisfaction Survey 2024 Ballarat City Council Report [8.9.2 - 55 pages]
3. J 01314 CSS 2024 Ballarat City Council Tailored Report [8.9.3 - 6 pages]

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#### **ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Annual Community Satisfaction Survey 2024 aligns with the Council Plan Goal 6: A Council that is accountable, transparent and advocates for its community and the strategic indicator: Ensure the effectiveness and efficiency of Council services.

#### **COMMUNITY IMPACT**

2. The results of the Community Satisfaction Survey 2024 are based on community feedback from a series of questions asked in the survey.

#### **CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. It is considered there are no climate or environmental sustainability implications.

#### **ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. It is considered there are no economic sustainability implications.

#### **FINANCIAL IMPLICATIONS**

5. It is considered there are no financial implications.

#### **LEGAL AND RISK CONSIDERATIONS**

6. It is considered there are no legal or risk implications.

#### **HUMAN RIGHTS CONSIDERATIONS**

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

#### **COMMUNITY CONSULTATION AND ENGAGEMENT**

8. The community are consulted during the survey. The survey is anonymous.

#### **GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report.

#### **CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

10. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

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# **2024 Local Government Community Satisfaction Survey**

## **Ballarat City Council**

Coordinated by the Department of  
Government Services on behalf of  
Victorian councils





## Contents

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## Background and objectives

**The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.**

**Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.**

Now in its twenty-fifth year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

### Serving Victoria for 25 years

Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 25 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

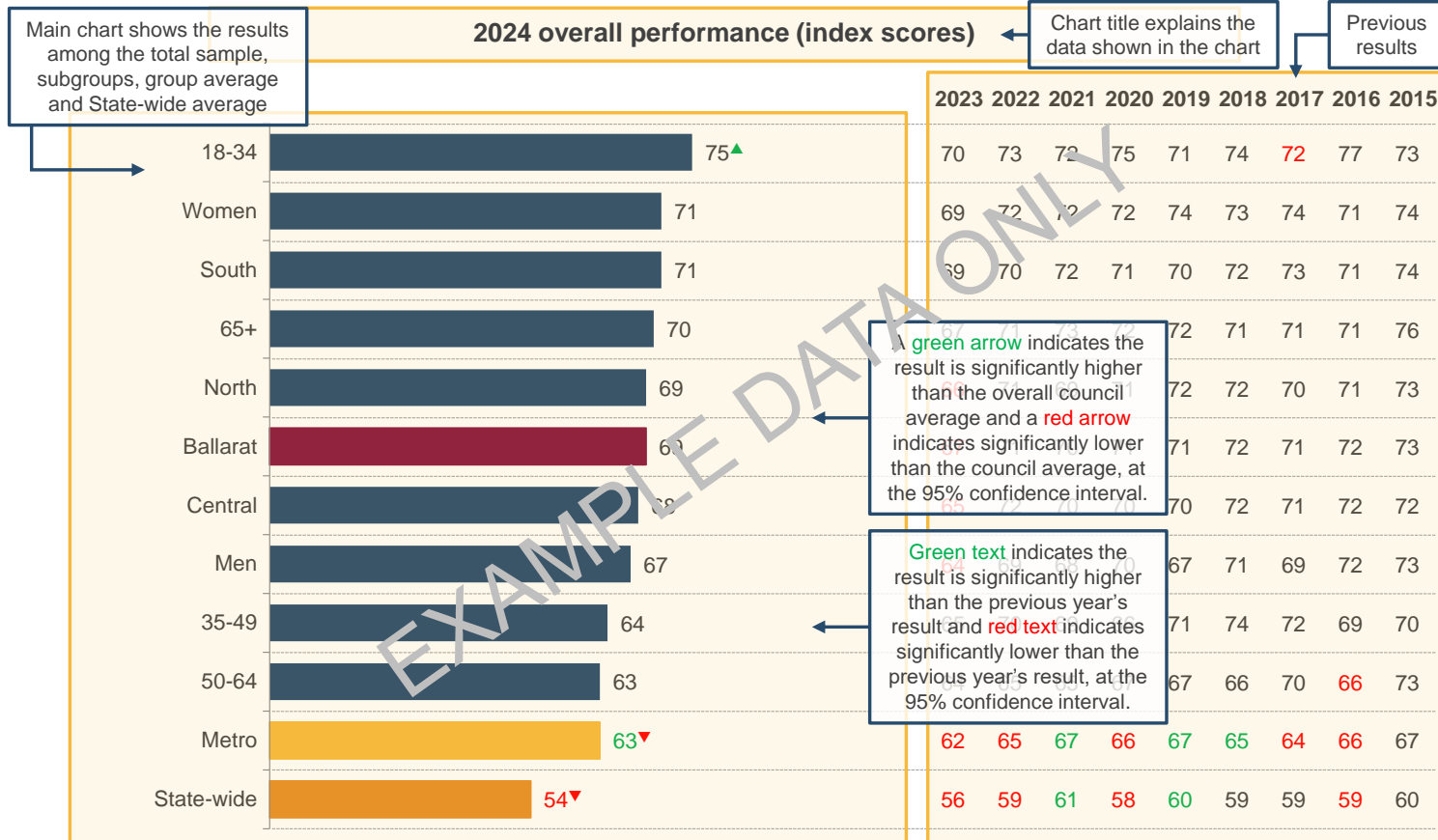
Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.





## How to read index score charts in this report

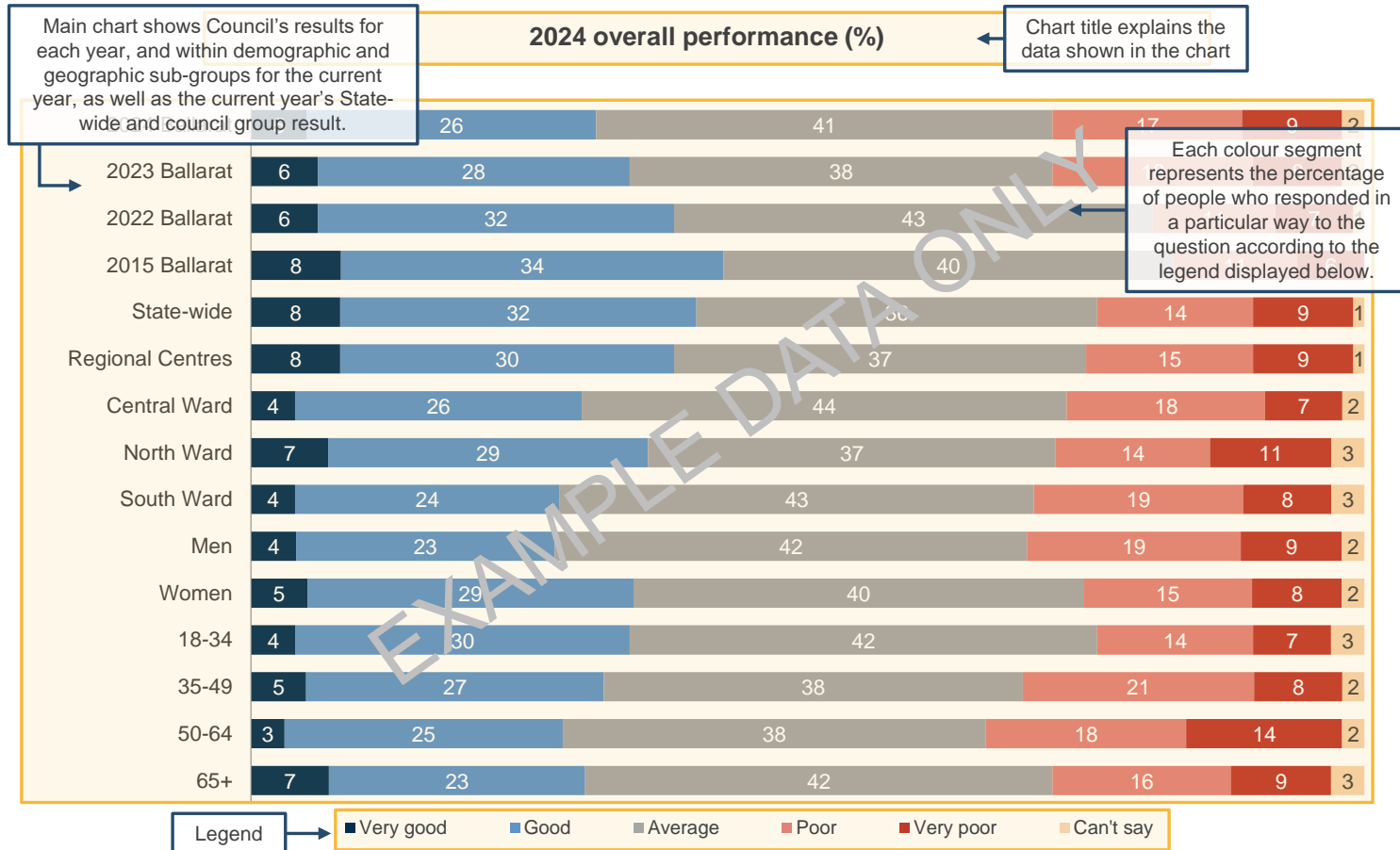


Question asked and base size(s)

Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Ballarat City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.



## How to read stacked bar charts in this report



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Ballarat City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9



# Key findings and recommendations



# Ballarat City Council – at a glance

## Overall council performance

Results shown are index scores out of 100.



Ballarat 51



Regional Centres 54



State-wide 54

## Council performance compared to group average

Top 3 performing areas		
	Waste management	▼ lower
	Consultation & engagement	≡ on par
	Community decisions	≡ on par
Lowest performing area		
	Sealed local roads	▼ lower
	Customer service	≡ on par



# Summary of core measures

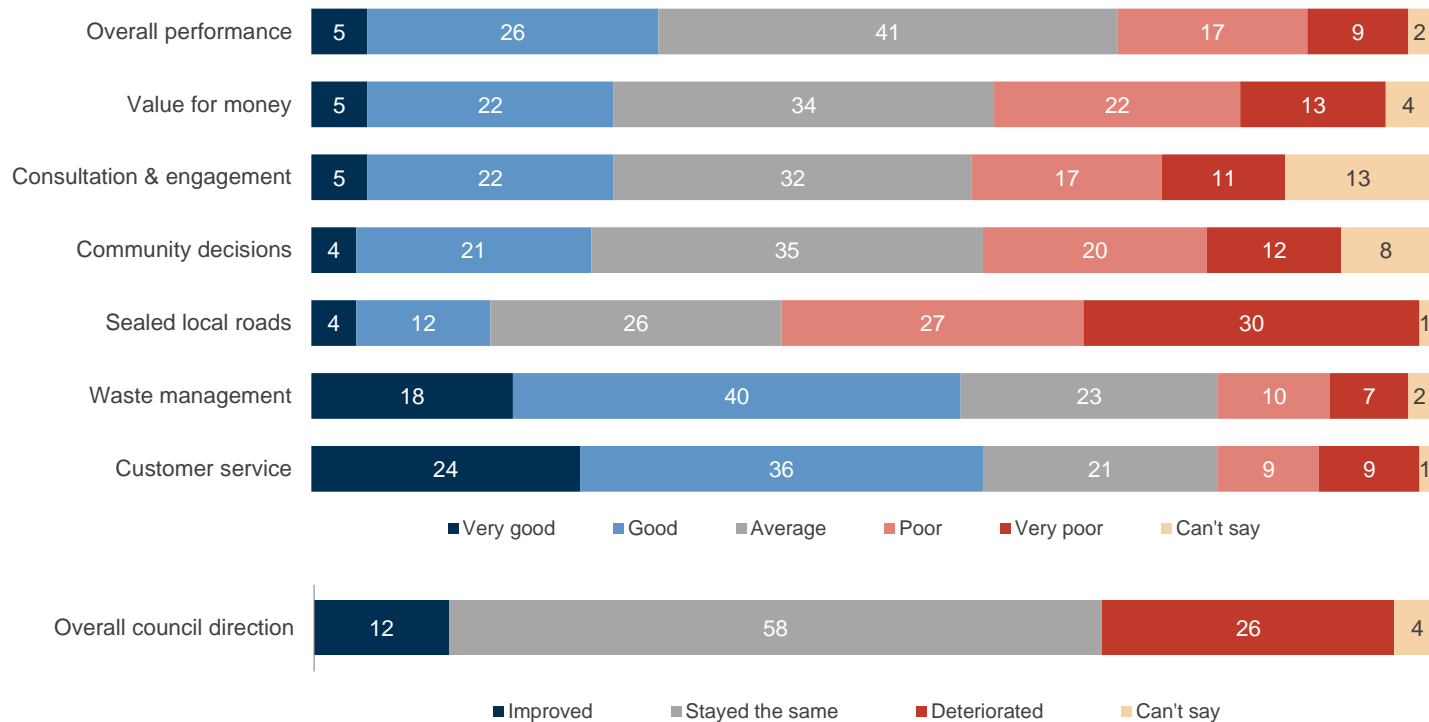
## Index scores













## Summary of core measures

Core measures summary results (%)





## Summary of Ballarat City Council performance

Services		Ballarat 2024	Ballarat 2023	Regional Centres 2024	State-wide 2024	Highest score	Lowest score
	Overall performance	51	51	54	54	18-34 years	50-64 years
	Value for money	46	47	48	48	North Ward residents	50-64 years
	Overall council direction	43	43	45	45	18-34 years	50-64 years, Men
	Customer service	65	65	68	67	18-34 years, North Ward residents, Women	50-64 years
	Waste management	63	62	66	67	65+ years	50-64 years
	Consultation & engagement	48	49	49	51	18-34 years	50-64 years
	Community decisions	46	49	48	50	18-34 years	50-64 years
	Sealed local roads	33	37	46	45	65+ years, North Ward residents	50-64 years

Significantly higher / lower than Ballarat City Council 2024 result at the 95% confidence interval. Please see Appendix A for explanation of significant differences.



## Focus areas for the next 12 months

<b>Overview</b>	Perceptions of Council's performance largely stayed the same across most service areas and core measures evaluated in the past year. Perceptions of Council's overall performance reflects this. It is also worth noting that perceptions of Council's performance on waste management and customer service have been relatively stable over time and continue to be Council's strongest performing areas.
<b>Key focus</b>	Perceptions of consultation and engagement, and decisions made in the interest of the community, have not changed significantly this year, but are trending downwards (although remain in line with the group average). Attention may be warranted here. Good communication and transparency with residents in Council decision making is important to ensure residents feel heard on key local issues and are aware of the actions Council is undertaking.
<b>Comparison to state and area grouping</b>	Perceptions of Council's performance in the service areas of sealed local roads and waste management are significantly lower than both the State-wide and Regional Centres group averages. In the remaining service areas evaluated (consultation and engagement, and making decisions in the interest of the community), as well as in the areas of customer service, perceptions of Council's overall direction and value for money, Council performs in line with the Regional Centres group average.
<b>Tangible improvements may serve to lift overall perceptions</b>	Improvements in service areas that are more visible in nature may serve to shore up overall perceptions of Council's performance. The declining trend in perceptions of Council's performance in the condition of sealed local roads makes it an area worthy of improvements where possible. Council should communicate its efforts and longer term plans.



# DETAILED FINDINGS





# Overall performance



## Overall performance

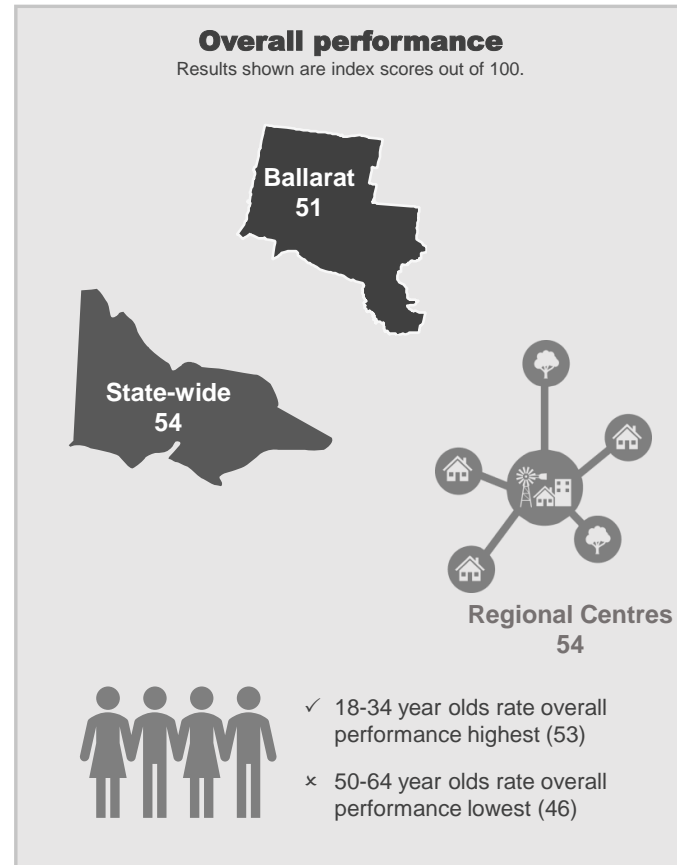
Ballarat City Council’s overall performance index score of 51 in 2024 represents no change on the 2023 result. This is the lowest level of the four years recorded.

Ballarat City Council’s overall performance is rated statistically significantly lower (at the 95% confidence interval) than both the Regional Centres and State-wide group averages (both with index scores of 54).

- No significant differences were found in the perceptions of overall performance across each of the demographic and geographic subgroups compared to the average. However, younger residents (18 to 34 years) are more positive in their assessment of Council’s overall performance than those aged 50 to 64 years.

More than one in four residents (27%) rate the value for money they receive from Council in infrastructure and services provided to their community as ‘very good’ or ‘good’. However, more residents rate Council as ‘very poor’ or ‘poor’ (35%). A further 34% rate Council as ‘average’ in terms of providing value for money.

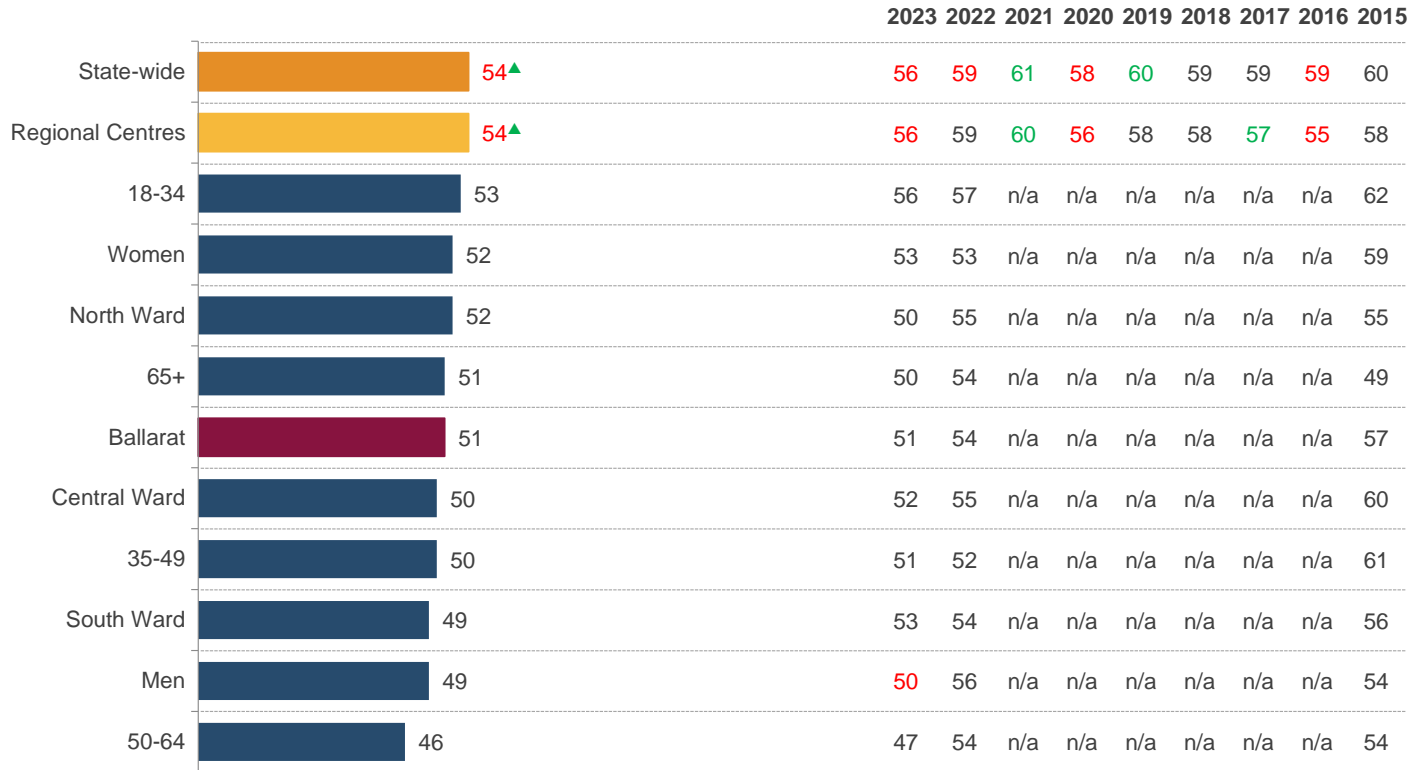
- With an index score of 46, Council performs in line with the Regional Centres and State-wide group averages (both an index score of 48) in the area of value for money.





# Overall performance

## 2024 overall performance (index scores)

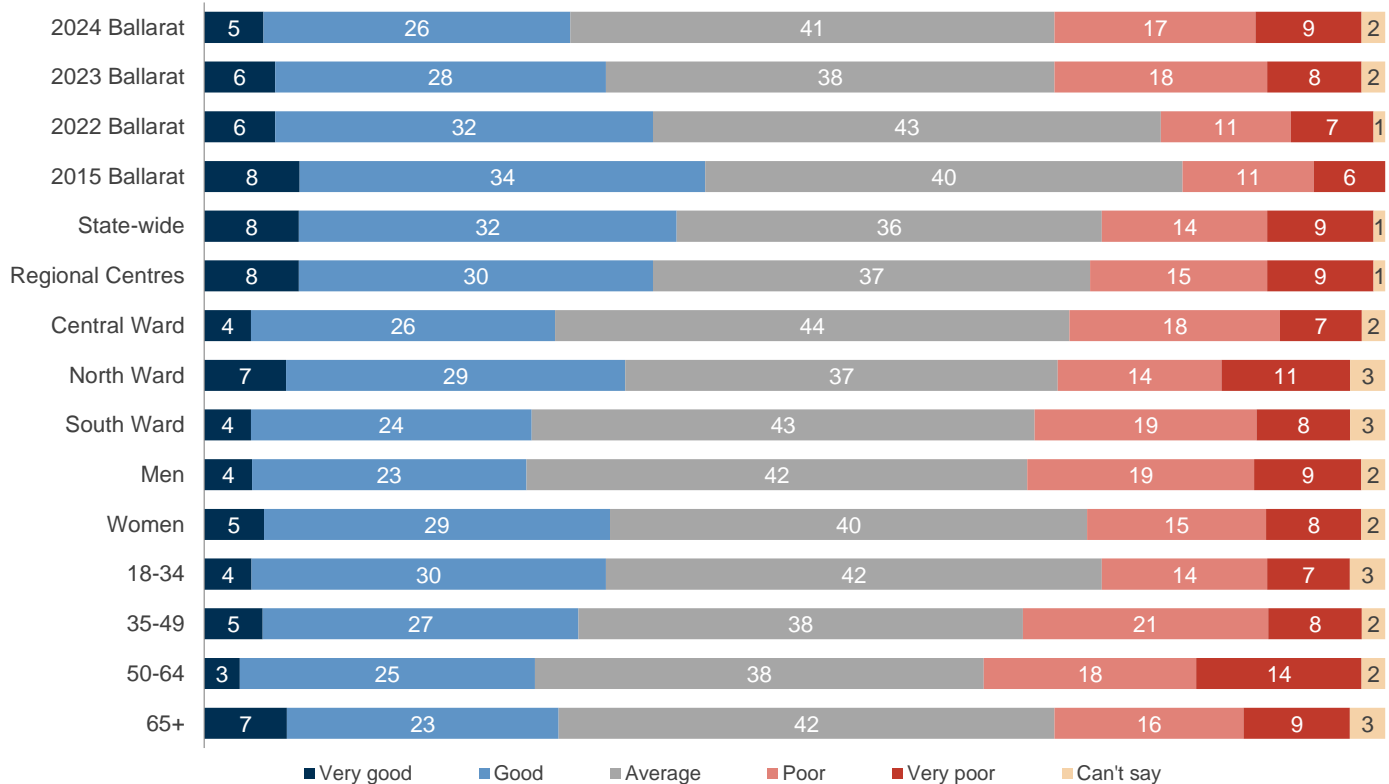


Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Ballarat City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.



## Overall performance

2024 overall performance (%)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Ballarat City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9



## Value for money in services and infrastructure

2024 value for money (index scores)

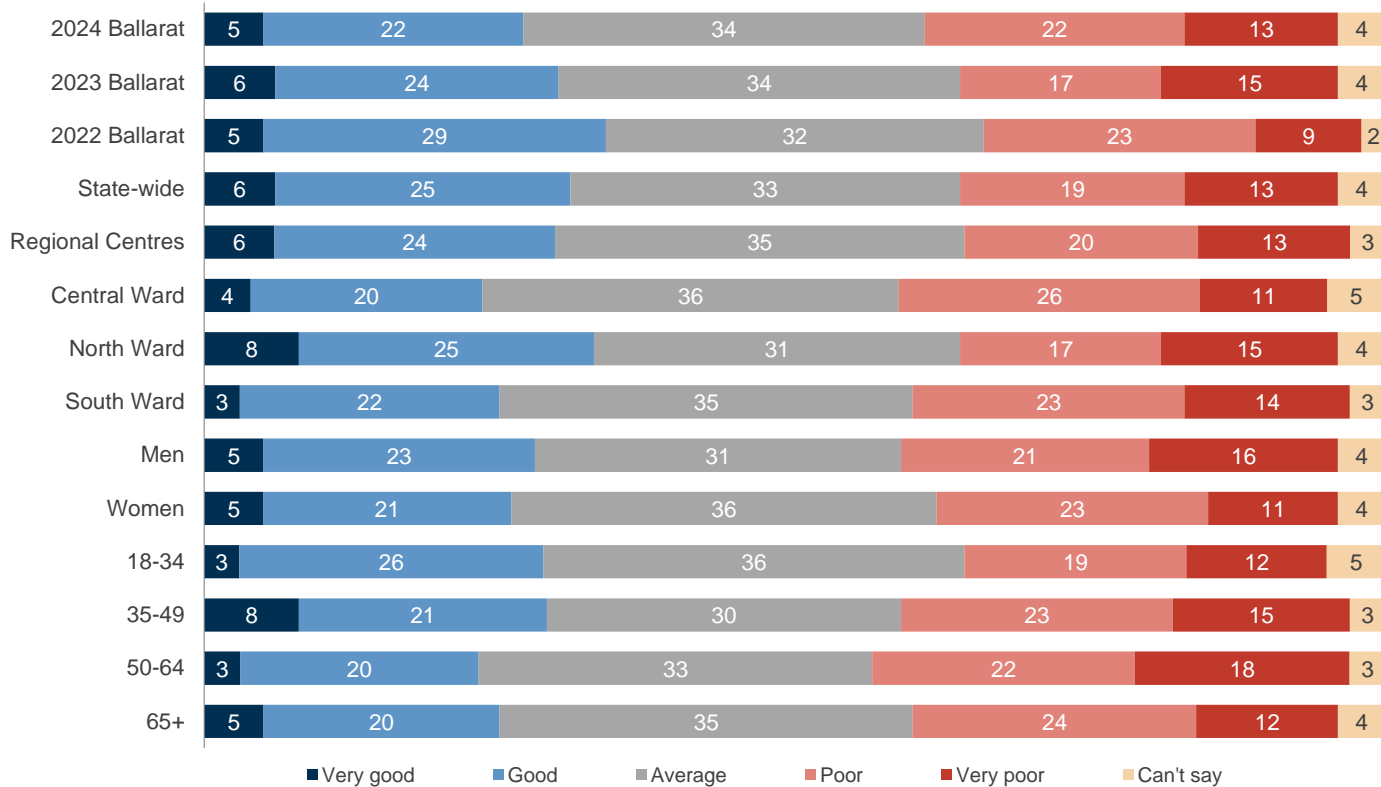
	2023	2022	2021	2020	2019	2018	2017	2016	2015
North Ward	48	47	49	n/a	n/a	n/a	n/a	n/a	n/a
Regional Centres	48	50	53	55	n/a	n/a	n/a	n/a	n/a
State-wide	48	49	53	54	n/a	n/a	n/a	n/a	n/a
18-34	47	49	51	n/a	n/a	n/a	n/a	n/a	n/a
Women	47	48	49	n/a	n/a	n/a	n/a	n/a	n/a
35-49	46	46	48	n/a	n/a	n/a	n/a	n/a	n/a
65+	46	48	51	n/a	n/a	n/a	n/a	n/a	n/a
Ballarat	46	47	49	n/a	n/a	n/a	n/a	n/a	n/a
Central Ward	45	48	49	n/a	n/a	n/a	n/a	n/a	n/a
Men	45	46	50	n/a	n/a	n/a	n/a	n/a	n/a
South Ward	44	46	50	n/a	n/a	n/a	n/a	n/a	n/a
50-64	42	45	46	n/a	n/a	n/a	n/a	n/a	n/a

Q3b. How would you rate Ballarat City Council at providing good value for money in infrastructure and services provided to your community?  
 Base: All respondents. Councils asked State-wide: 61 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.



## Value for money in services and infrastructure

2024 value for money (%)



Q3b. How would you rate Ballarat City Council at providing good value for money in infrastructure and services provided to your community?  
 Base: All respondents. Councils asked State-wide: 61 Councils asked group: 9



## Top performing service areas

With an index score of 63, Council maintains its performance in waste management (62 in 2023). This is the service area where Council continues to perform best.

- Nevertheless, Council performs significantly lower than the State-wide and Regional Centres group averages in this service area (index scores of 67 and 66 respectively).

Consultation and engagement is Council's next highest rated service area, followed by making decisions in the interest of the community (index scores of 48 and 46 respectively). Notably, Council maintains its performance in both service areas with no significant declines noted on the 2023 result.

- No significant differences were found in the perceptions of both of these service areas across each of the demographic and geographic subgroups compared to the average. However, for both service areas, those:
  - aged 18 to 34 years are more positive about Council's performance and those aged 50 to 64 years are least positive
  - living in the North Ward are more positive about Council's performance than those in the South Ward.



**Waste management (index score of 63) is the area where Council performed best in 2024.**





## Lowest performing service area



Council did not experience any significant declines in performance ratings in 2024 (nor were there any significant improvements).

Council rates lowest in the area of sealed local roads (index score of 33). Despite not recording any significant change in performance in this service area (index score of 37 in 2023), it is worth noting that this year’s result continues a declining trend year on year from 2022.

Council performs significantly lower than the State-wide and Regional Centres group averages in this service area (45 and 46 respectively).

No significant differences in ratings of sealed local roads were found among those from different demographic and geographic groups compared to the average. It is important to note some residents’ perceptions of the condition of sealed local roads have significantly declined from 2023. These are:

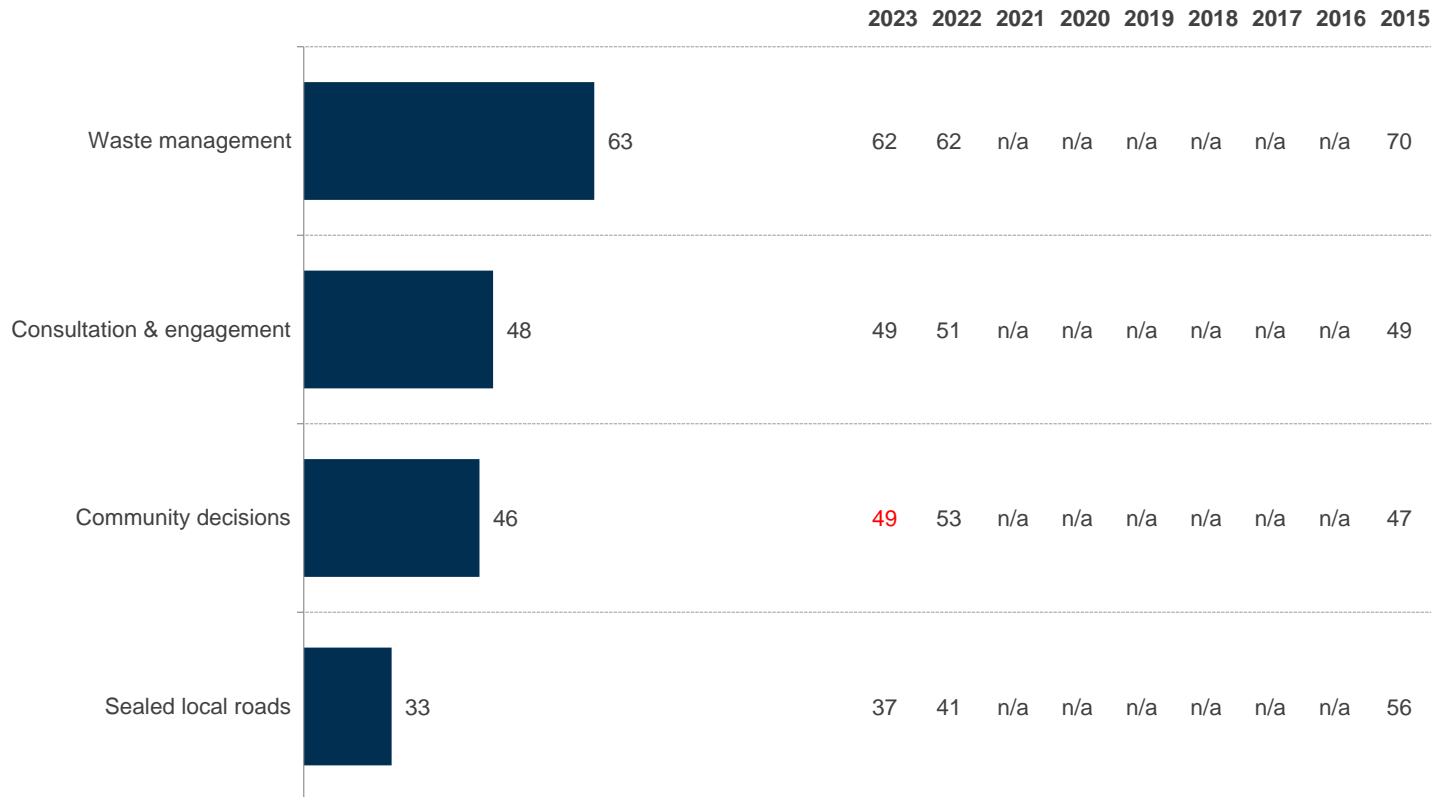
- men (32, down a significant six index points)
- Central Ward residents (also an index score of 32, down a significant eight index points).

This suggests that Central Ward may be an area for attention in the coming year, given perceptions here have declined significantly, and moreso than other locations.



## Individual service area performance

2024 individual service area performance (index scores)

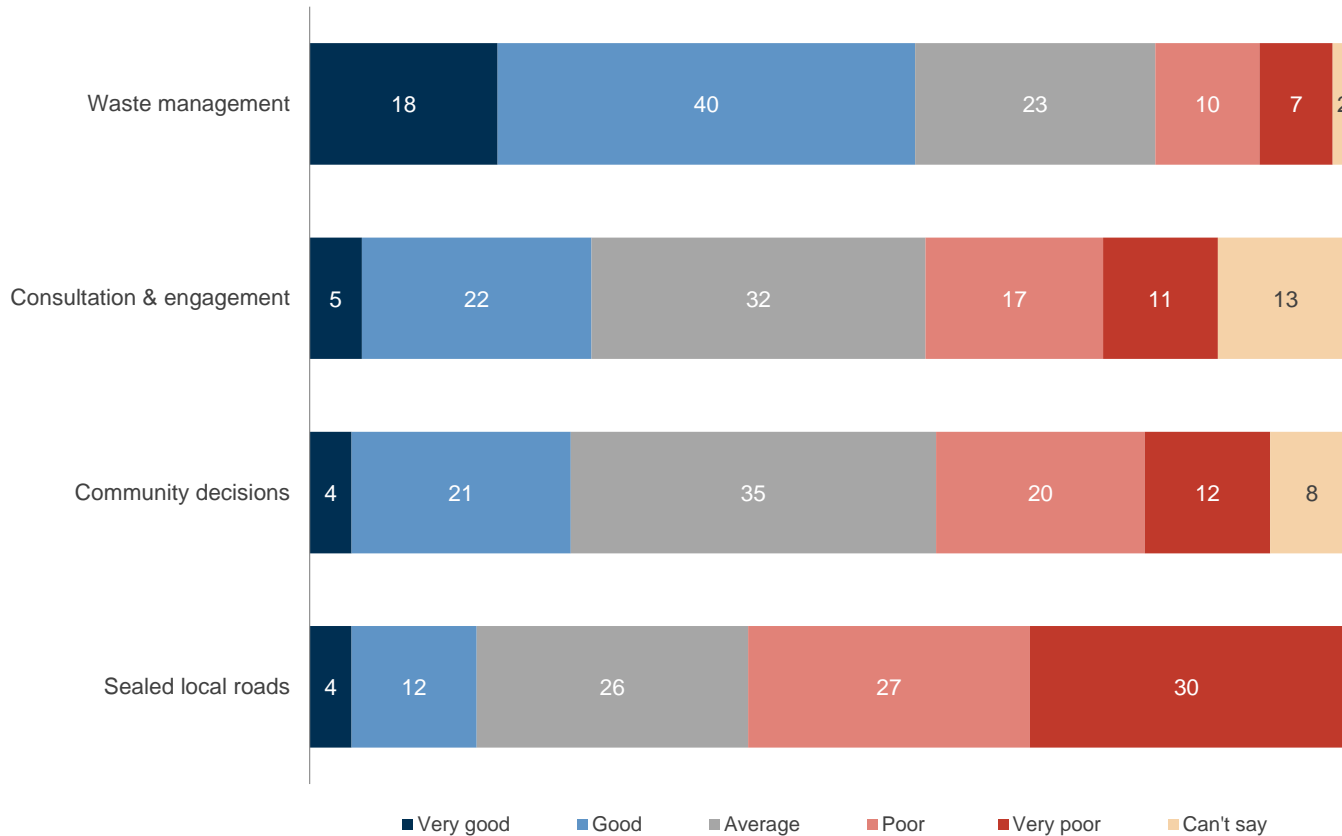


Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.



## Individual service area performance

2024 individual service area performance (%)



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9



# Customer service



## Contact with council and customer service

### Contact with council

Just over one in two Council residents (54%) have had contact with Council in the last 12 months.

- Council's rate of contact is significantly lower than the State-wide group average (62%) but is in line with the Regional Centres group average (58%).
- Rate of contact among residents aged 35 to 49 years (66%) is significantly higher than the Council average.



**Among those residents who have had contact with Council, 60% provide a positive customer service rating of 'very good' or 'good', including 24% of residents who rate Council's customer service as 'very good'.**

### Customer service

Council's customer service index score of 65 is unchanged from 2023. Customer service is rated in line with the Regional Centres and State-wide group averages (index scores of 68 and 67 respectively).

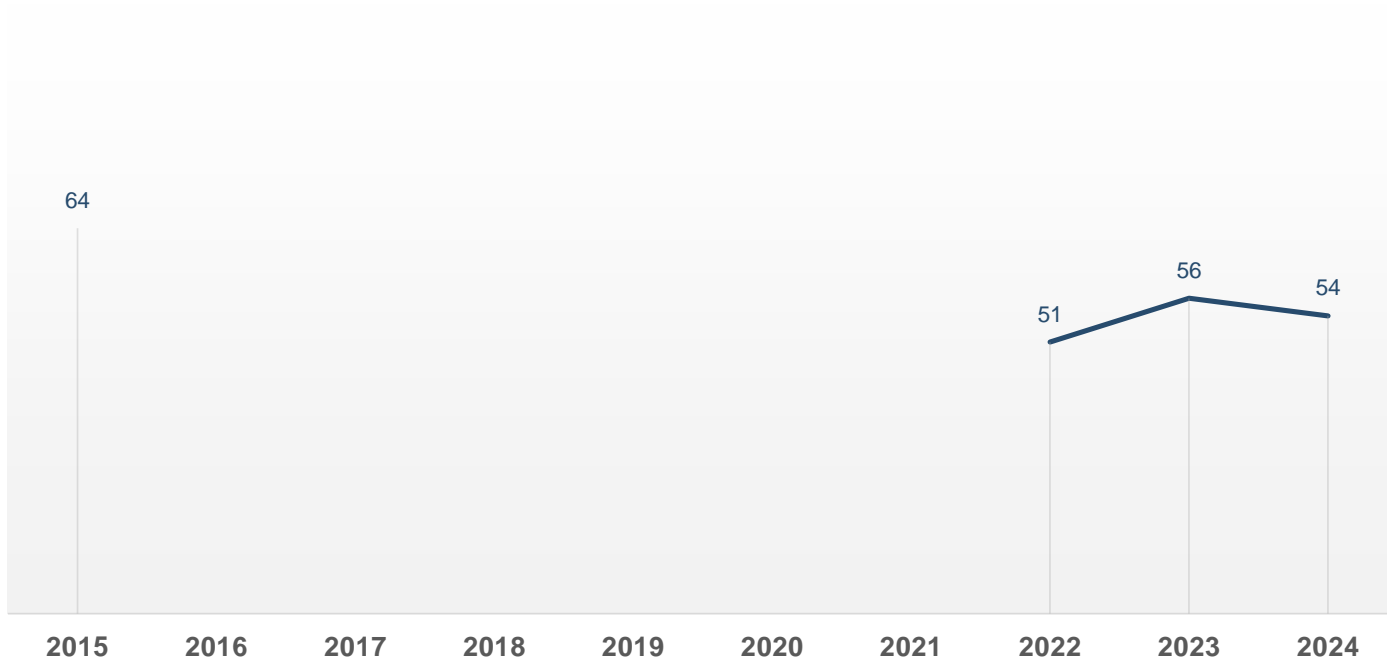
Six in ten residents (60%) provide a positive customer service rating of 'very good' or 'good'.

- Perceptions of customer service are equally positive among residents from different geographic and demographic groups.



## Contact with council

2024 contact with council (%)  
Have had contact



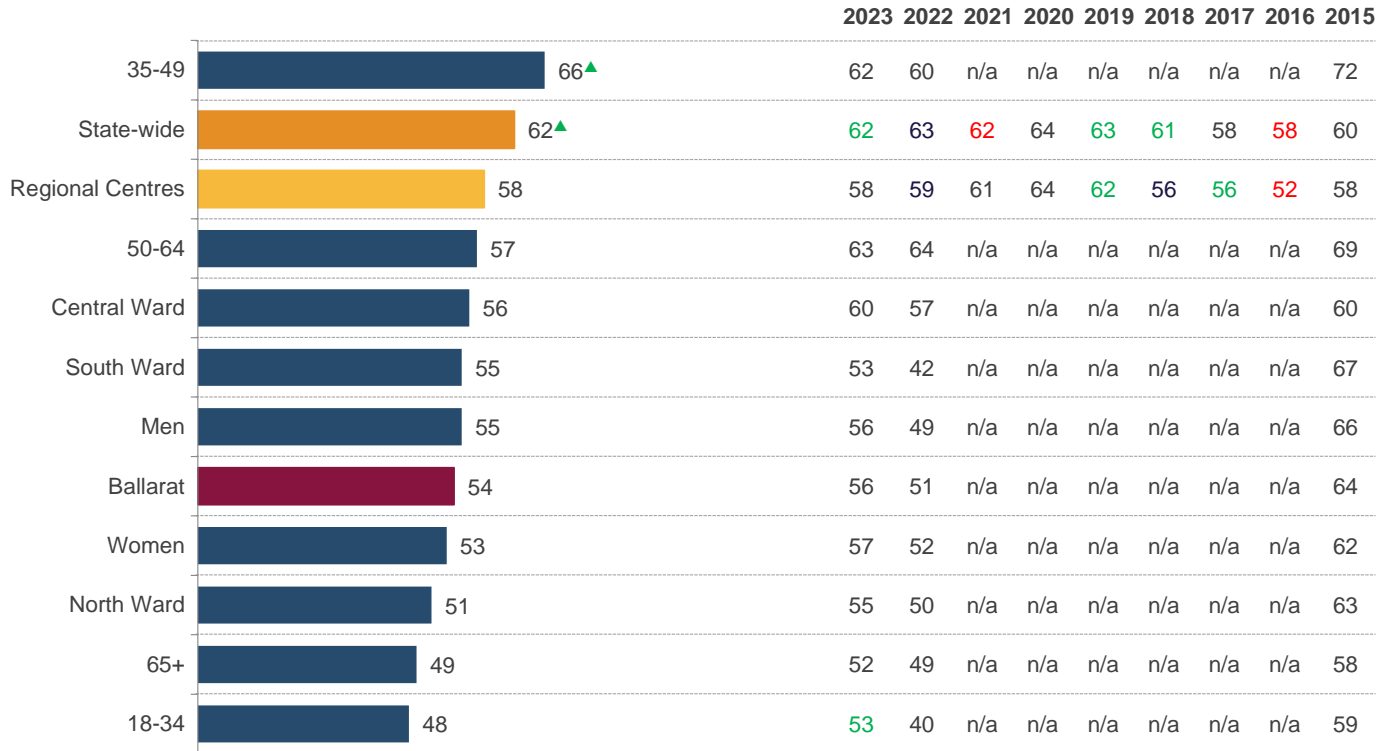
Q5. Over the last 12 months, have you or any member of your household had any contact with Ballarat City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 36 Councils asked group: 5



## Contact with council

2024 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Ballarat City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

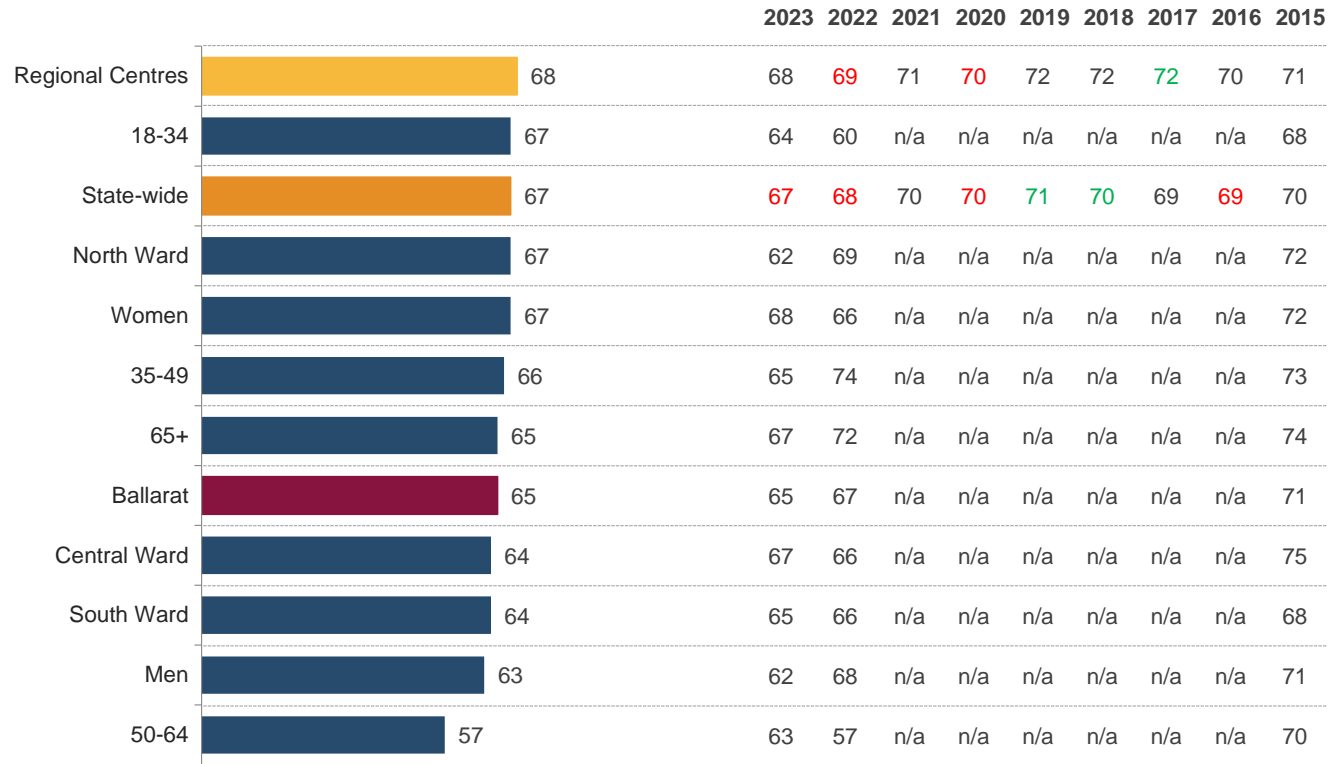
Base: All respondents. Councils asked State-wide: 36 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.



# Customer service rating

2024 customer service rating (index scores)



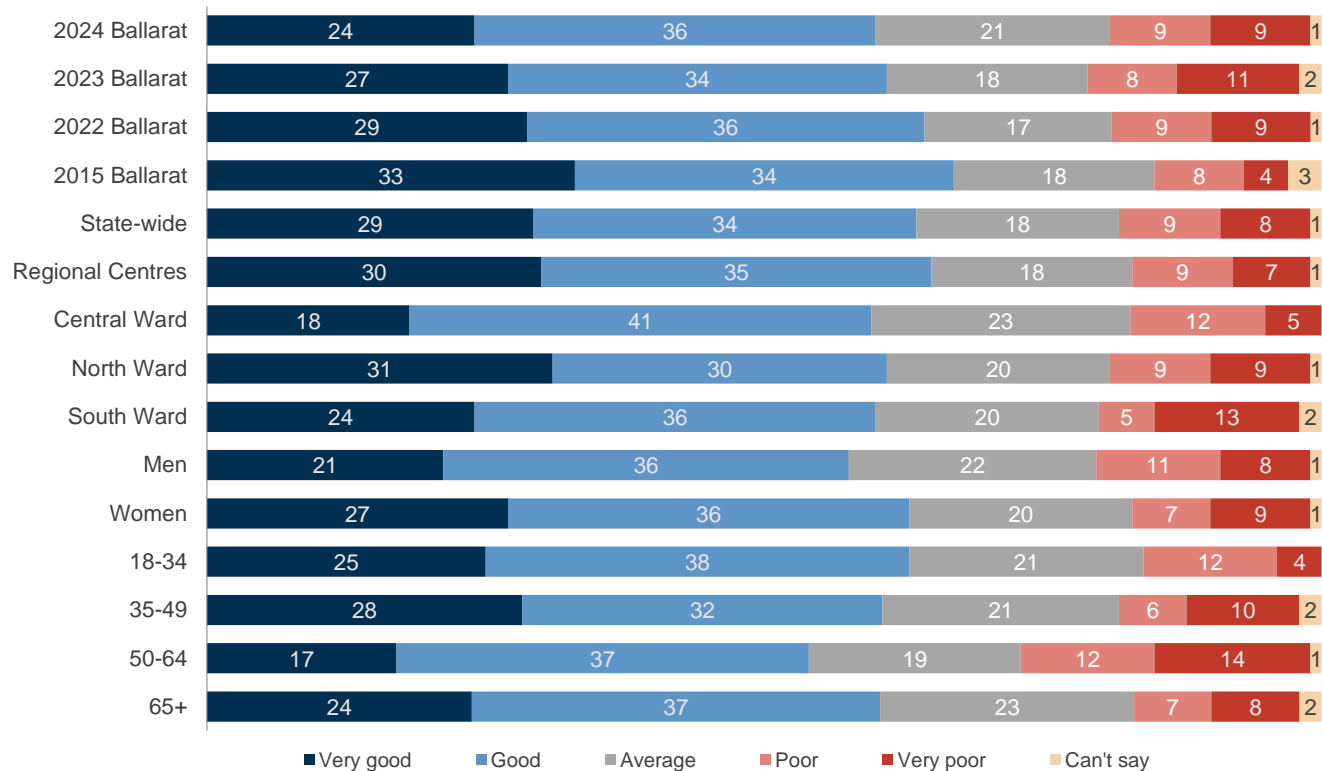
Q5c. Thinking of the most recent contact, how would you rate Ballarat City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.  
 Base: All respondents who have had contact with Council in the last 12 months.  
 Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.





# Customer service rating

2024 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Ballarat City Council for customer service?  
 Please keep in mind we do not mean the actual outcome but rather the actual service that was received.  
 Base: All respondents who have had contact with Council in the last 12 months.  
 Councils asked State-wide: 62 Councils asked group: 9



# Council direction



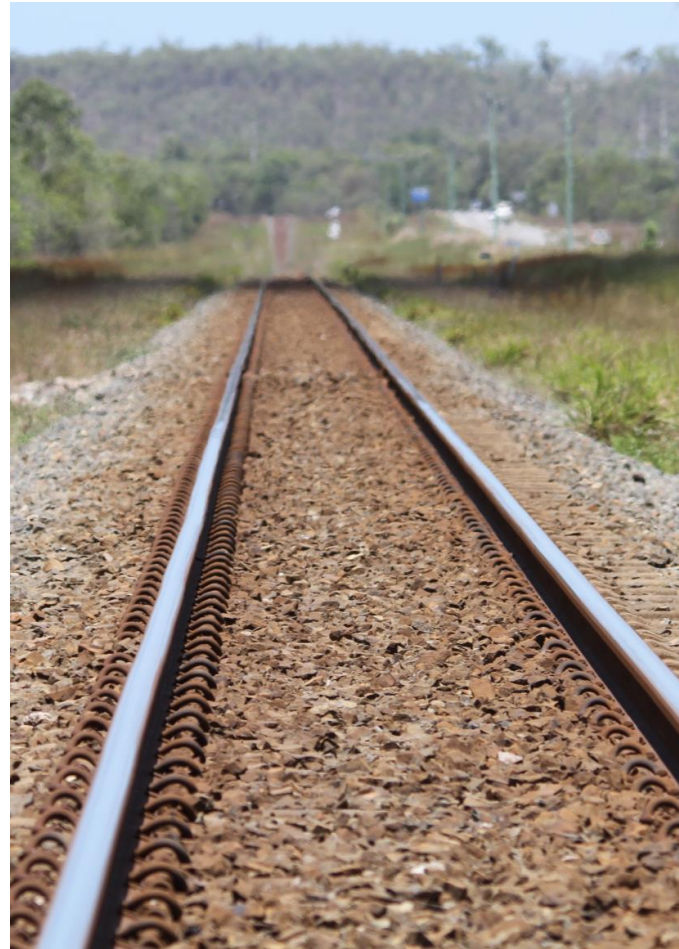
## Council direction

Over the last 12 months, 58% of residents believe the direction of Council's overall performance has stayed the same, down three percentage points from 2023.

- As with 2023, 12% of residents believe the direction has improved in the last 12 months.
- More residents (26%) believe it has deteriorated (representing more than twice the proportion of people who believe the direction has improved), up one percentage point from 2023.

No significant differences in perceptions were found among residents from different geographic and demographic groups compared to the average (index score of 43), however:

- The most satisfied with council direction are those aged 18 to 34 years (index score of 47), women or North Ward residents (both with an index score of 45).
- The least satisfied with council direction are those aged 50 to 64 years or men (both with an index score of 40).





## Overall council direction last 12 months

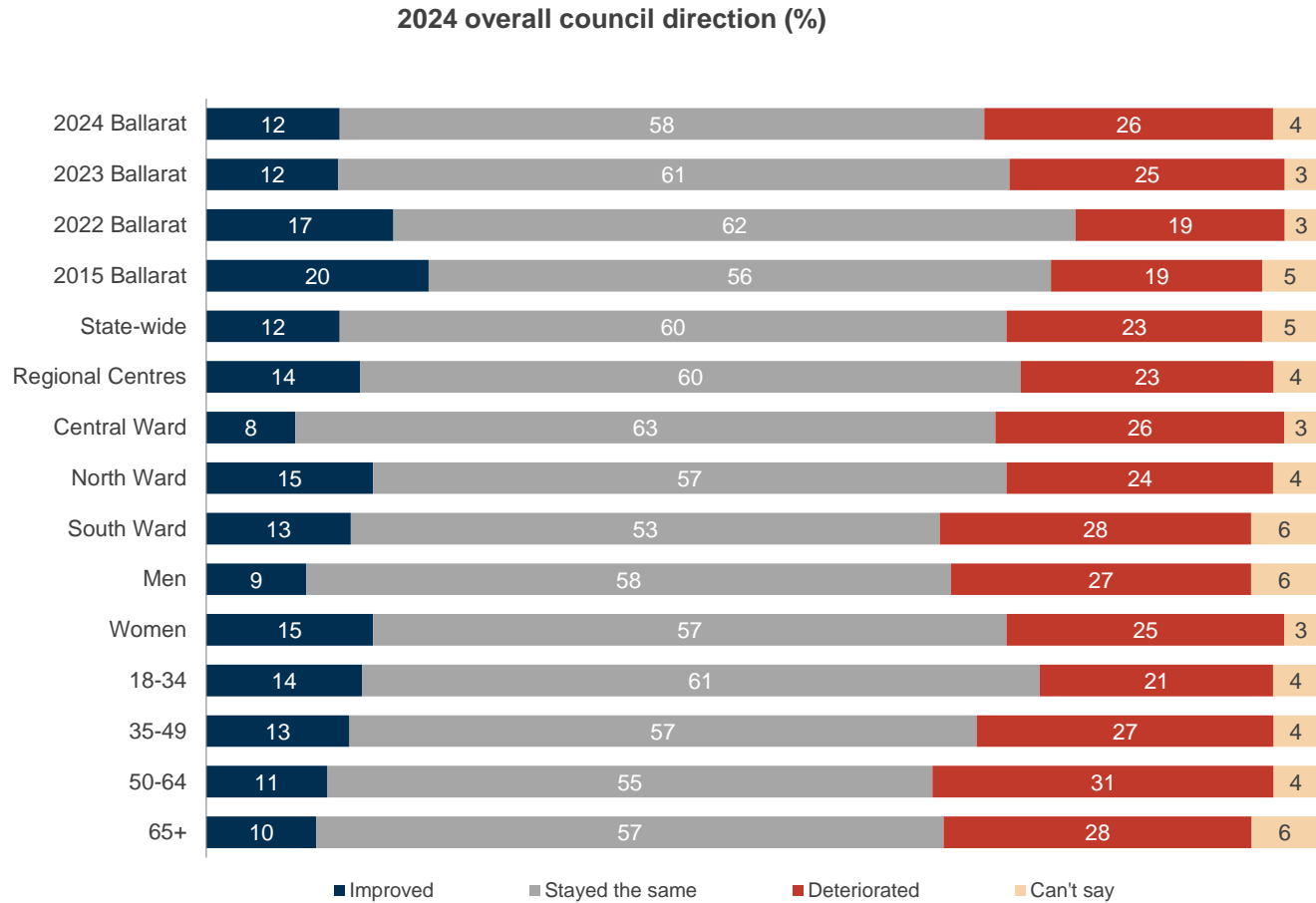
2024 overall council direction (index scores)

	2023	2022	2021	2020	2019	2018	2017	2016	2015
18-34	47	46	55	n/a	n/a	n/a	n/a	n/a	56
North Ward	45	42	49	n/a	n/a	n/a	n/a	n/a	49
Regional Centres	45	47	52	54	50	52	53	55	51
Women	45	45	50	n/a	n/a	n/a	n/a	n/a	50
State-wide	45	46	50	53	51	53	52	53	51
Ballarat	43	43	49	n/a	n/a	n/a	n/a	n/a	50
35-49	43	43	45	n/a	n/a	n/a	n/a	n/a	55
South Ward	42	43	49	n/a	n/a	n/a	n/a	n/a	53
Central Ward	41	44	49	n/a	n/a	n/a	n/a	n/a	49
65+	41	43	48	n/a	n/a	n/a	n/a	n/a	43
Men	40	42	47	n/a	n/a	n/a	n/a	n/a	50
50-64	40	40	43	n/a	n/a	n/a	n/a	n/a	44

Q6. Over the last 12 months, what is your view of the direction of Ballarat City Council's overall performance?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.



## Overall council direction last 12 months



Q6. Over the last 12 months, what is your view of the direction of Ballarat City Council's overall performance?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9



# Individual service areas



## Community consultation and engagement performance



2024 consultation and engagement performance (index scores)

	2023	2022	2021	2020	2019	2018	2017	2016	2015
18-34	52	53	57	n/a	n/a	n/a	n/a	n/a	54
State-wide	51▲	52	54	56	55	56	55	55	54
North Ward	51	46	48	n/a	n/a	n/a	n/a	n/a	48
Women	50	51	51	n/a	n/a	n/a	n/a	n/a	51
Regional Centres	49	50	54	54	51	54	55	54	52
Ballarat	48	49	51	n/a	n/a	n/a	n/a	n/a	49
35-49	47	49	48	n/a	n/a	n/a	n/a	n/a	53
Central Ward	47	52	53	n/a	n/a	n/a	n/a	n/a	51
65+	46	48	49	n/a	n/a	n/a	n/a	n/a	45
Men	46	47	51	n/a	n/a	n/a	n/a	n/a	47
South Ward	46	50	51	n/a	n/a	n/a	n/a	n/a	49
50-64	44	45	46	n/a	n/a	n/a	n/a	n/a	44

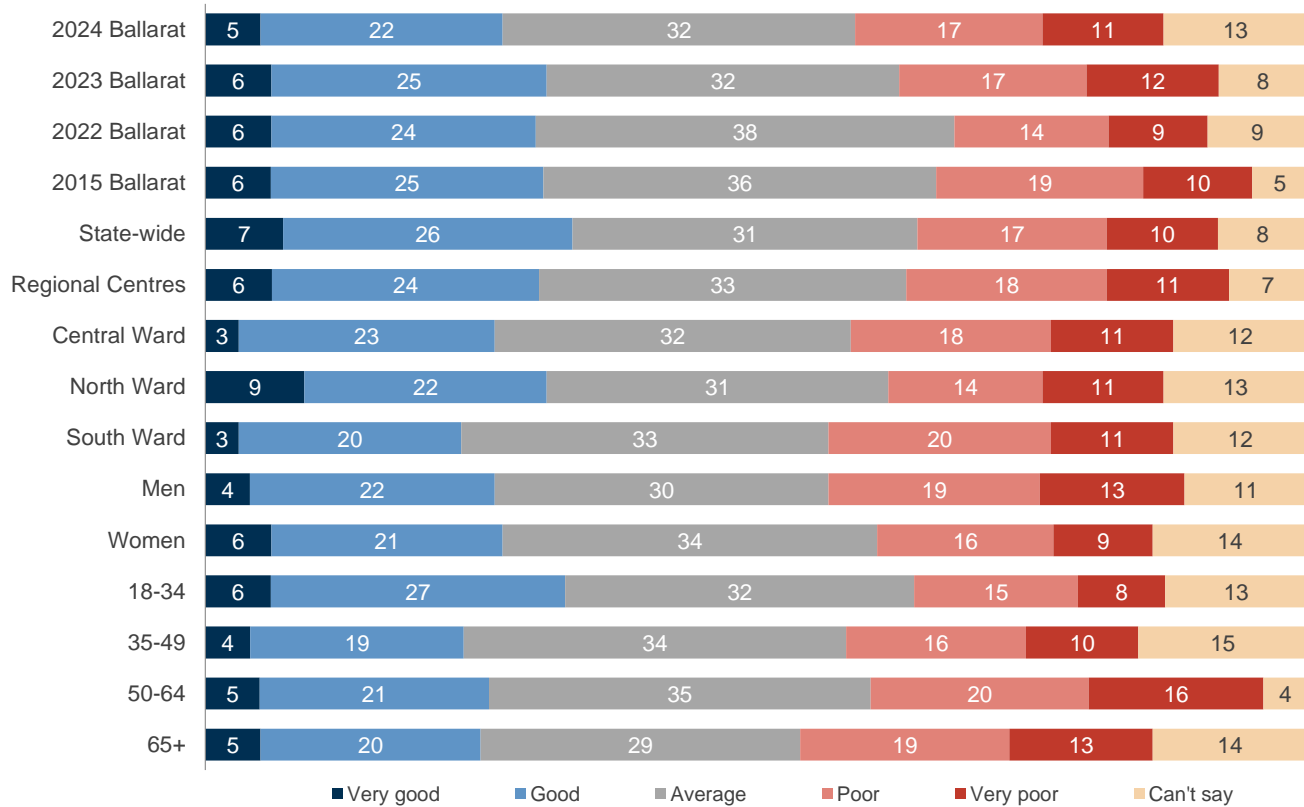
Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.



# Community consultation and engagement performance



2024 consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9



# Decisions made in the interest of the community performance



2024 community decisions made performance (index scores)

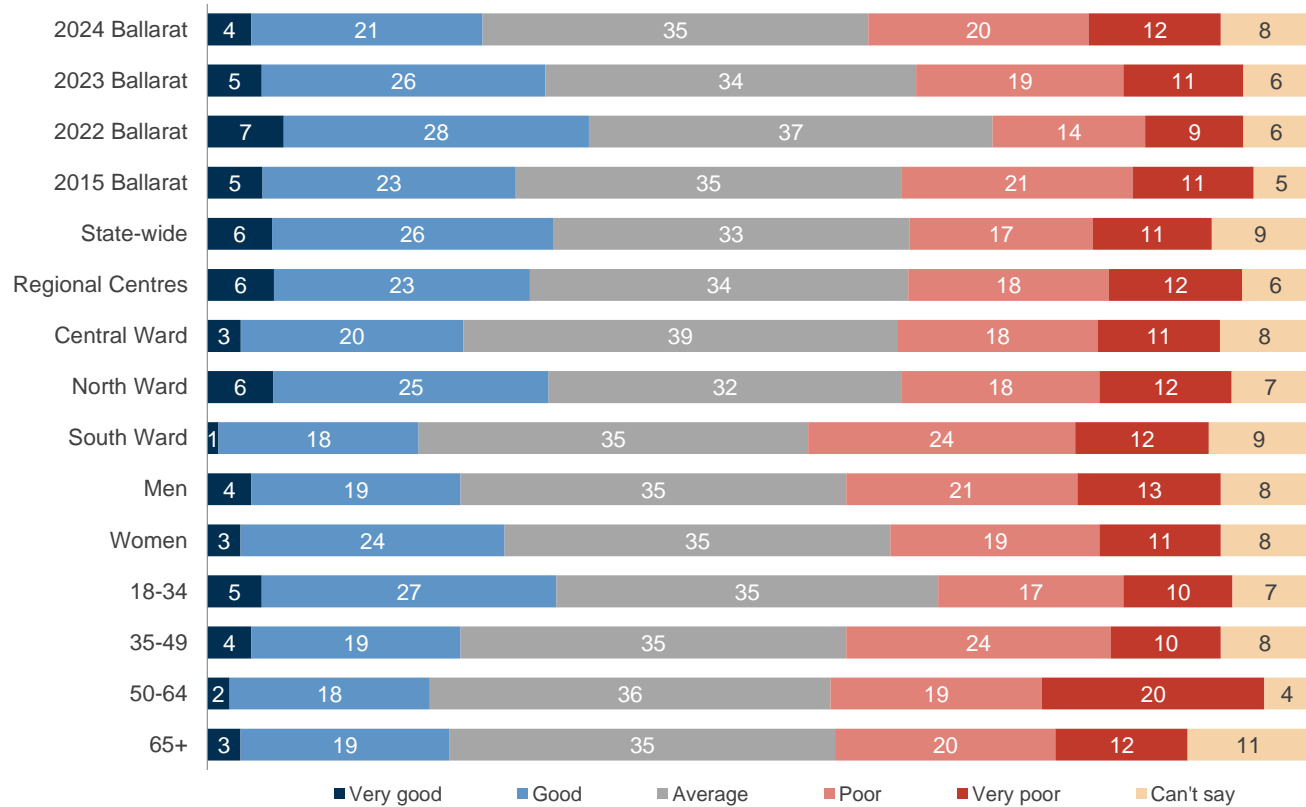
	2023	2022	2021	2020	2019	2018	2017	2016	2015
18-34	50	55	58	n/a	n/a	n/a	n/a	n/a	51
State-wide	50▲	51	54	56	53	55	54	54	55
North Ward	49	48	53	n/a	n/a	n/a	n/a	n/a	46
Regional Centres	48	50	54	54	50	52	52	52	51
Women	47	50	52	n/a	n/a	n/a	n/a	n/a	49
Central Ward	46	51	53	n/a	n/a	n/a	n/a	n/a	49
Ballarat	46	49	53	n/a	n/a	n/a	n/a	n/a	47
35-49	45	47	54	n/a	n/a	n/a	n/a	n/a	52
Men	45	49	53	n/a	n/a	n/a	n/a	n/a	46
65+	44	48	50	n/a	n/a	n/a	n/a	n/a	42
South Ward	42	48	52	n/a	n/a	n/a	n/a	n/a	48
50-64	40	44	46	n/a	n/a	n/a	n/a	n/a	43

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.

# Decisions made in the interest of the community performance



2024 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9

# The condition of sealed local roads in your area performance



2024 sealed local roads performance (index scores)

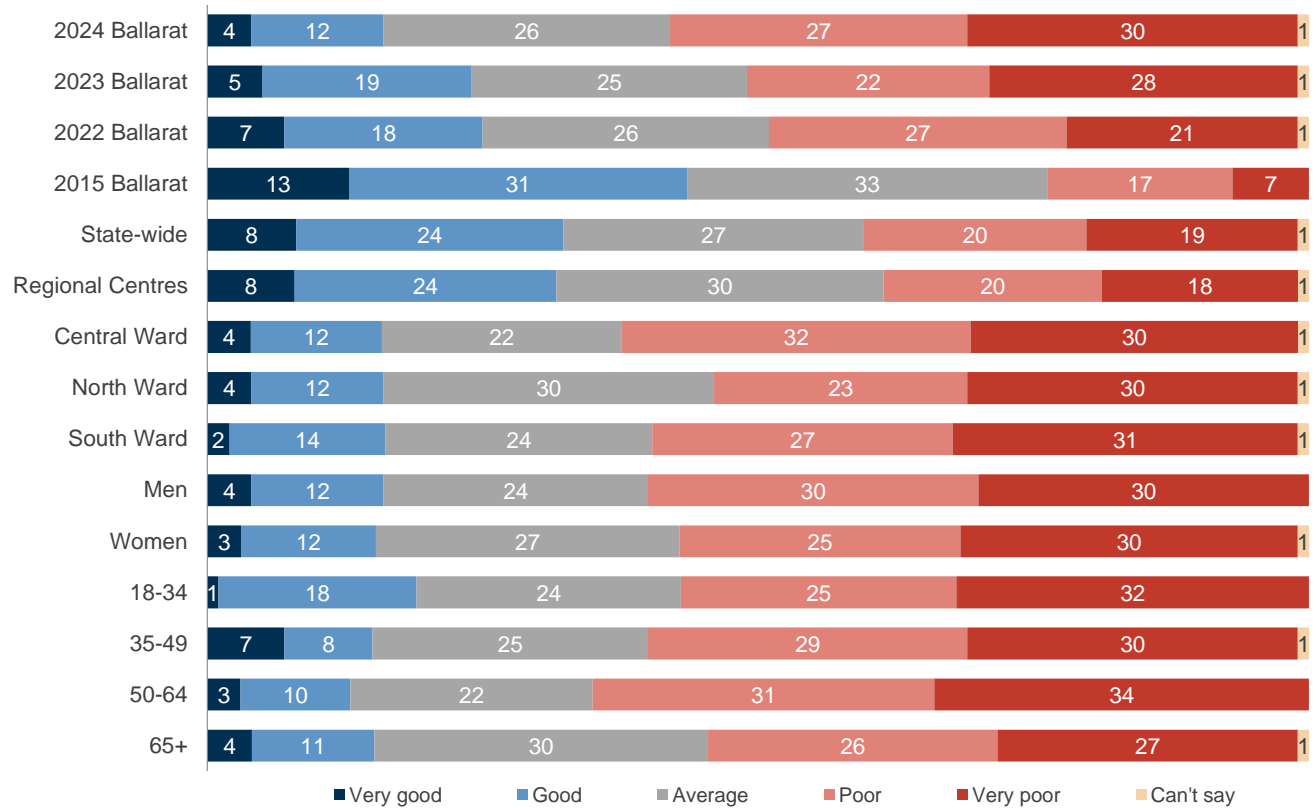
	2023	2022	2021	2020	2019	2018	2017	2016	2015
Regional Centres	49	54	60	55	57	54	53	54	55
State-wide	48	53	57	54	56	53	53	54	55
65+	34	41	n/a	n/a	n/a	n/a	n/a	n/a	58
North Ward	34	35	n/a	n/a	n/a	n/a	n/a	n/a	58
Women	33	36	n/a	n/a	n/a	n/a	n/a	n/a	56
35-49	33	32	n/a	n/a	n/a	n/a	n/a	n/a	61
Ballarat	33	37	n/a	n/a	n/a	n/a	n/a	n/a	56
18-34	33	39	n/a	n/a	n/a	n/a	n/a	n/a	51
Men	32	38	n/a	n/a	n/a	n/a	n/a	n/a	56
Central Ward	32	40	n/a	n/a	n/a	n/a	n/a	n/a	59
South Ward	32	37	n/a	n/a	n/a	n/a	n/a	n/a	52
50-64	29	34	n/a	n/a	n/a	n/a	n/a	n/a	55

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.

# The condition of sealed local roads in your area performance



2024 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9



## Waste management performance



2024 waste management performance (index scores)

	2023	2022	2021	2020	2019	2018	2017	2016	2015	
State-wide	67▲	66	68	69	65	68	70	71	70	72
65+	67	65	69	n/a	n/a	n/a	n/a	n/a	n/a	69
Regional Centres	66▲	67	68	69	66	68	70	69	69	71
North Ward	64	63	67	n/a	n/a	n/a	n/a	n/a	n/a	69
South Ward	63	62	61	n/a	n/a	n/a	n/a	n/a	n/a	68
Women	63	62	59	n/a	n/a	n/a	n/a	n/a	n/a	70
Ballarat	63	62	62	n/a	n/a	n/a	n/a	n/a	n/a	70
Men	63	62	64	n/a	n/a	n/a	n/a	n/a	n/a	69
18-34	62	61	58	n/a	n/a	n/a	n/a	n/a	n/a	73
35-49	62	61	61	n/a	n/a	n/a	n/a	n/a	n/a	69
Central Ward	61	60	58	n/a	n/a	n/a	n/a	n/a	n/a	72
50-64	59	59	58	n/a	n/a	n/a	n/a	n/a	n/a	66

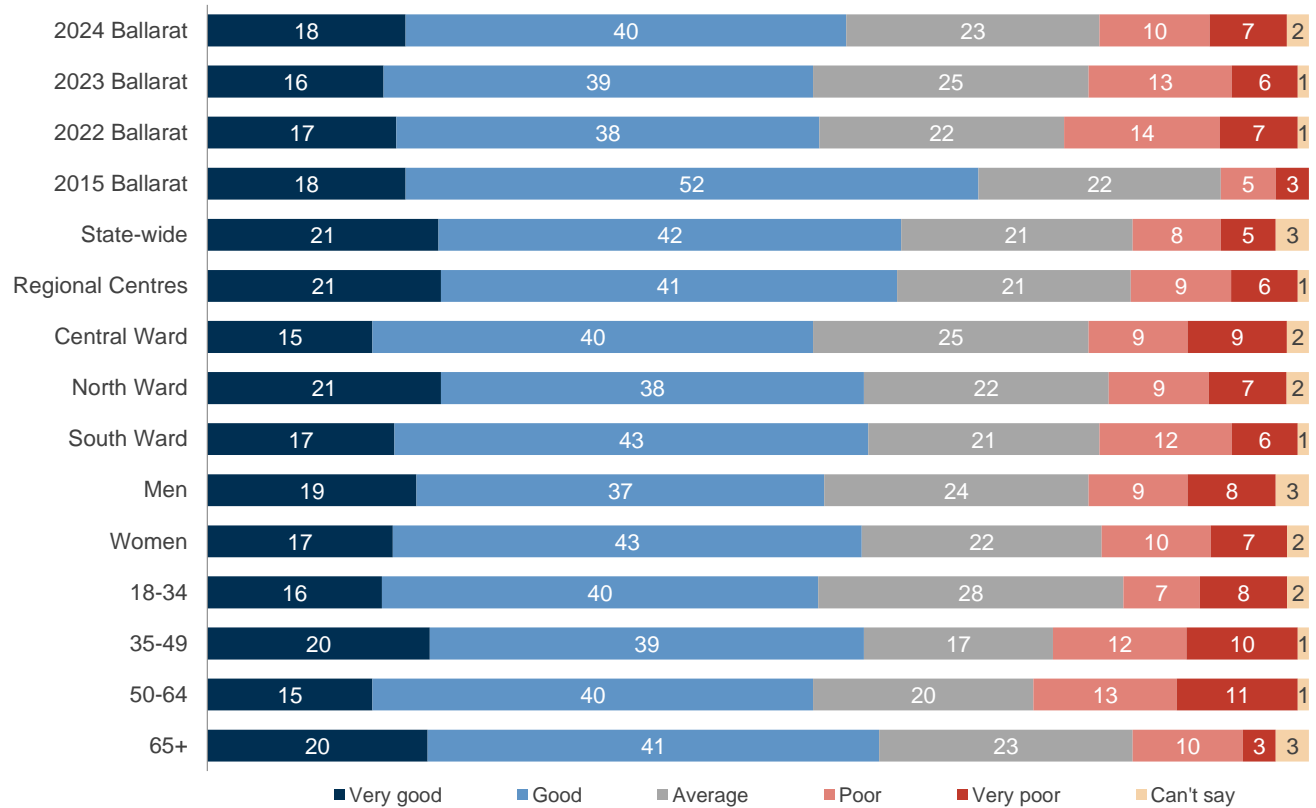
Q2. How has Council performed on 'Waste management' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Note: Please see Appendix A for explanation of significant differences.



## Waste management performance



2024 waste management performance (%)



Q2. How has Council performed on 'Waste management' over the last 12 months?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9

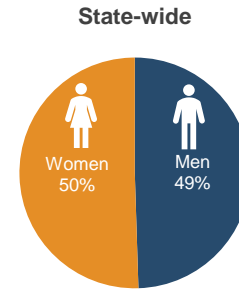
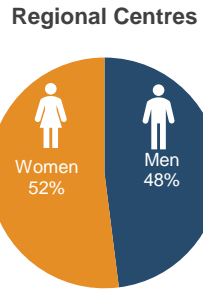
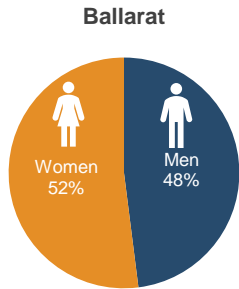


# Detailed demographics

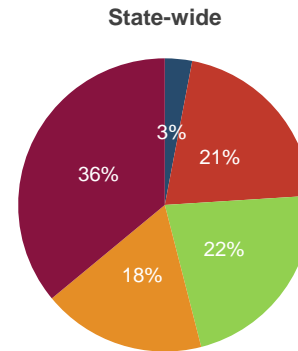
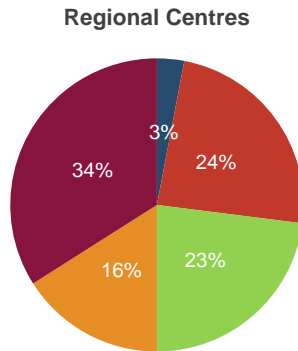
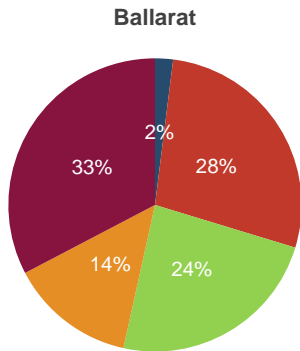


# Gender and age profile

## 2024 gender



## 2024 age



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+    ■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+    ■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. [Record gender] / S4. To which of the following age groups do you belong?  
 Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9  
 Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report. Councils interviewing residents on an annual basis included an "Other" option for gender, hence the State-wide and Regional Centres gender results may not add to 100%.





**Appendix A:  
Index scores,  
margins of error  
and significant  
differences**



## Appendix A: Index Scores

### Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from ‘very good’ to ‘very poor’, with ‘can’t say’ also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an ‘Index Score’ has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with ‘can’t say’ responses excluded from the analysis. The ‘% RESULT’ for each scale category is multiplied by the ‘INDEX FACTOR’. This produces an ‘INDEX VALUE’ for each category, which are then summed to produce the ‘INDEX SCORE’, equating to ‘60’ in the following example.

Similarly, an Index Score has been calculated for the Core question ‘Performance direction in the last 12 months’, based on the following scale for each performance measure category, with ‘Can’t say’ responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can’t say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can’t say	1%	--	INDEX SCORE 56

*Please note that the horizontal (x) axis of the index score bar charts in this report is displayed on a scale from 20 to 100.*



## Appendix A: Margins of error

The sample size for the 2024 State-wide Local Government Community Satisfaction Survey for Ballarat City Council was n=800. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=800 interviews is +/-3.5% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 46.5% - 53.5%.

Maximum margins of error are listed in the table below, based on a population of 89,800 people aged 18 years or over for Ballarat City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
<b>Ballarat City Council</b>	800	400	+/-3.5
<b>Men</b>	393	191	+/-4.9
<b>Women</b>	407	209	+/-4.9
<b>Central Ward</b>	266	138	+/-6.0
<b>North Ward</b>	293	147	+/-5.7
<b>South Ward</b>	240	115	+/-6.3
<b>18-34 years</b>	101	118	+/-9.8
<b>35-49 years</b>	134	96	+/-8.5
<b>50-64 years</b>	171	56	+/-7.5
<b>65+ years</b>	394	130	+/-4.9

## Appendix A: Index score significant difference calculation

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The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.



# **Appendix B: Further project information**

## Appendix B: Further information

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Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

### Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

### Contacts

For further queries about the conduct and reporting of the 2024 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

**(03) 8685 8555** or via email:

**[admin@jwsresearch.com](mailto:admin@jwsresearch.com)**

## Appendix B: Survey methodology and sampling



The 2024 results are compared with previous years, as detailed below:

- 2023, n=800 completed interviews, conducted in the period of 27<sup>th</sup> January – 19<sup>th</sup> March.
- 2022, n=402 completed interviews, conducted in the period of 27<sup>th</sup> January – 24<sup>th</sup> March.
- 2015, n=600 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Ballarat City Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, '—' denotes not mentioned and '0%' denotes mentioned by less than 1% of respondents. 'Net' scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Ballarat City Council.

Survey sample matched to the demographic profile of Ballarat City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 60% mobile phone numbers to cater to the diversity of residents within Ballarat City Council, particularly younger people.

A total of n=800 completed interviews were achieved in Ballarat City Council. Survey fieldwork was conducted across four quarters from 1<sup>st</sup> June 2023 – 18<sup>th</sup> March 2024.

## Appendix B: Analysis and reporting

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All participating councils are listed in the State-wide report published on the DGS website. In 2024, 62 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2024 vary slightly.

### Council Groups

Ballarat City Council is classified as a Regional Centres council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Regional Centres group are:

- Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

Wherever appropriate, results for Ballarat City Council for this 2024 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Regional Centres group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time cannot be made within the reported charts.



## Appendix B: Core, optional and tailored questions

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### Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2024 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2024 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.

## Appendix B: Analysis and reporting

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### Reporting

Every council that participated in the 2024 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.

## Appendix B: Glossary of terms



**Core questions:** Compulsory inclusion questions for all councils participating in the CSS.

**CSS:** 2024 Victorian Local Government Community Satisfaction Survey.

**Council group:** One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

**Council group average:** The average result for all participating councils in the council group.

**Highest / lowest:** The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

**Index score:** A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

**Optional questions:** Questions which councils had an option to include or not.

**Percentages:** Also referred to as ‘detailed results’, meaning the proportion of responses, expressed as a percentage.

**Sample:** The number of completed interviews, e.g. for a council or within a demographic sub-group.

**Significantly higher / lower:** The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

**State-wide average:** The average result for all participating councils in the State.

**Tailored questions:** Individual questions tailored by and only reported to the commissioning council.

**Weighting:** Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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# **Local Government Community Satisfaction Survey**

## **Ballarat City Council 2024 Tailored Questions**

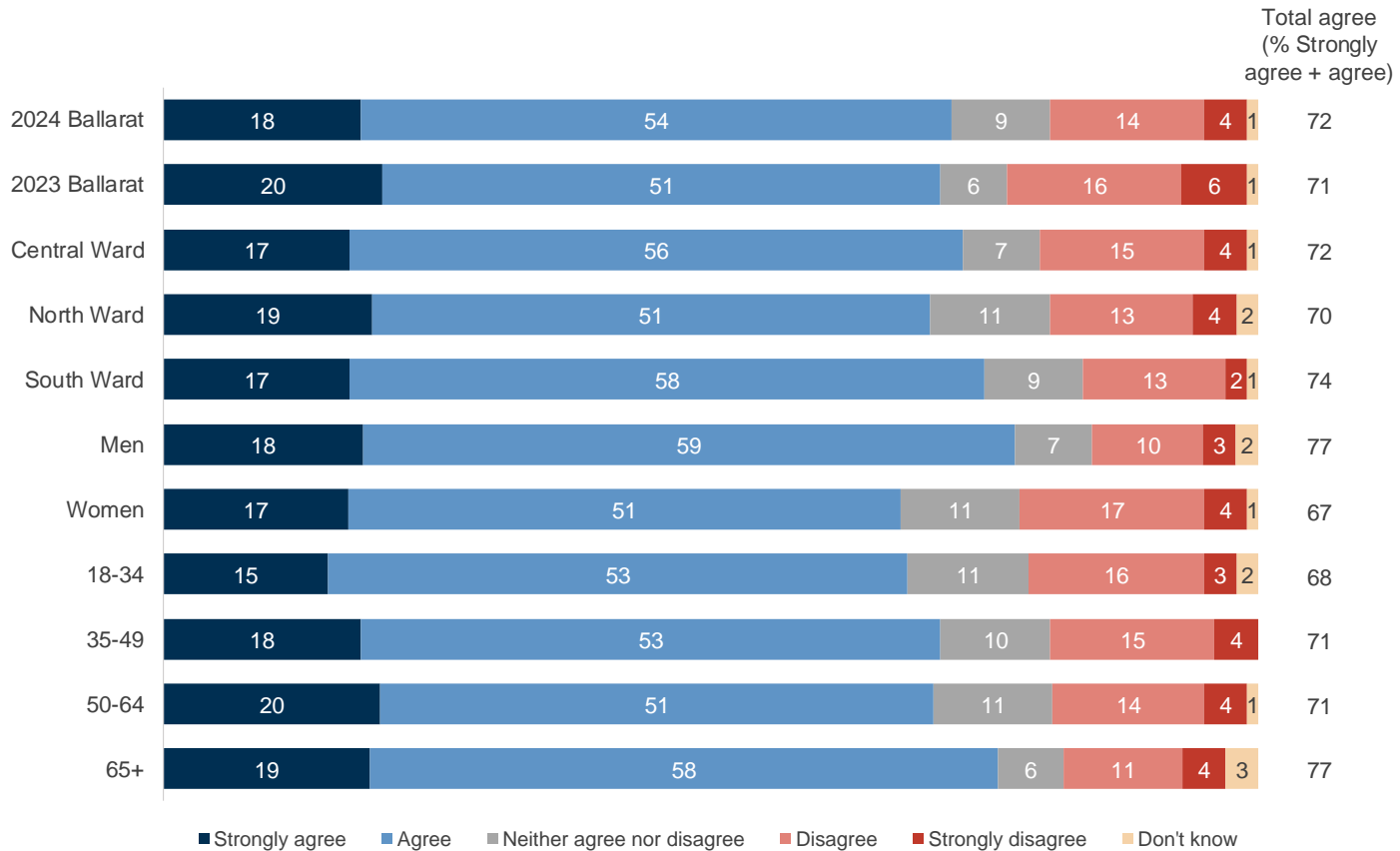
Coordinated by the Department of  
Government Services on behalf of  
Victorian councils





# Local shopping

2024 Ballarat has good local shopping (%)

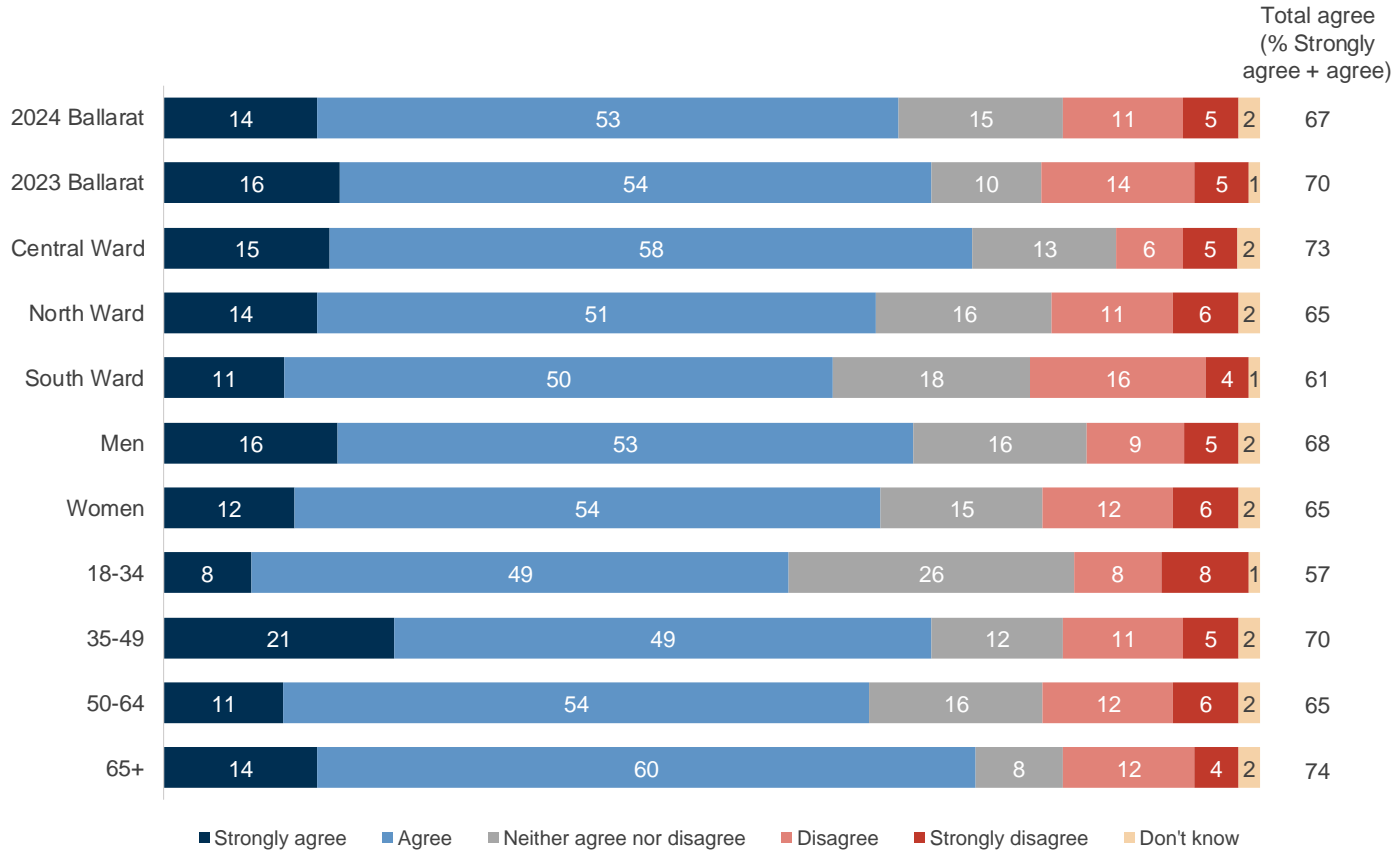


BL1. Thinking about Ballarat as a place and not as a Council, do you agree or disagree with the statement: 'Ballarat has good local shopping?'  
 Base: All respondents (n=800).



## A safe place to live

2024 Ballarat is a safe place to live (%)

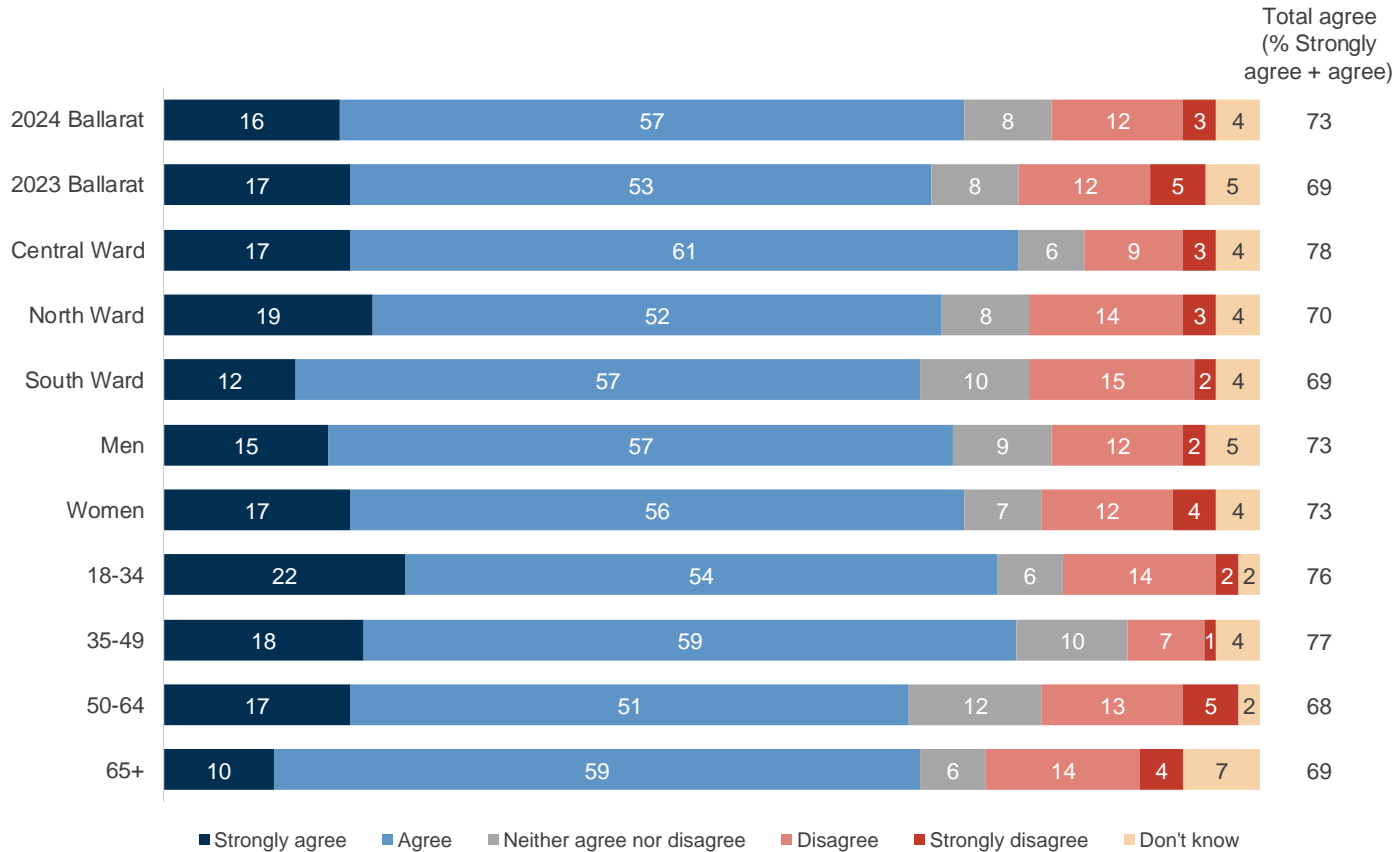


BL2. Thinking about Ballarat as a place and not as a Council, do you agree or disagree with the statement: 'Ballarat is a safe place to live?'  
Base: All respondents (n=800).



## Ease of cycling and walking

2024 Ballarat is easy to cycle and walk around in (%)



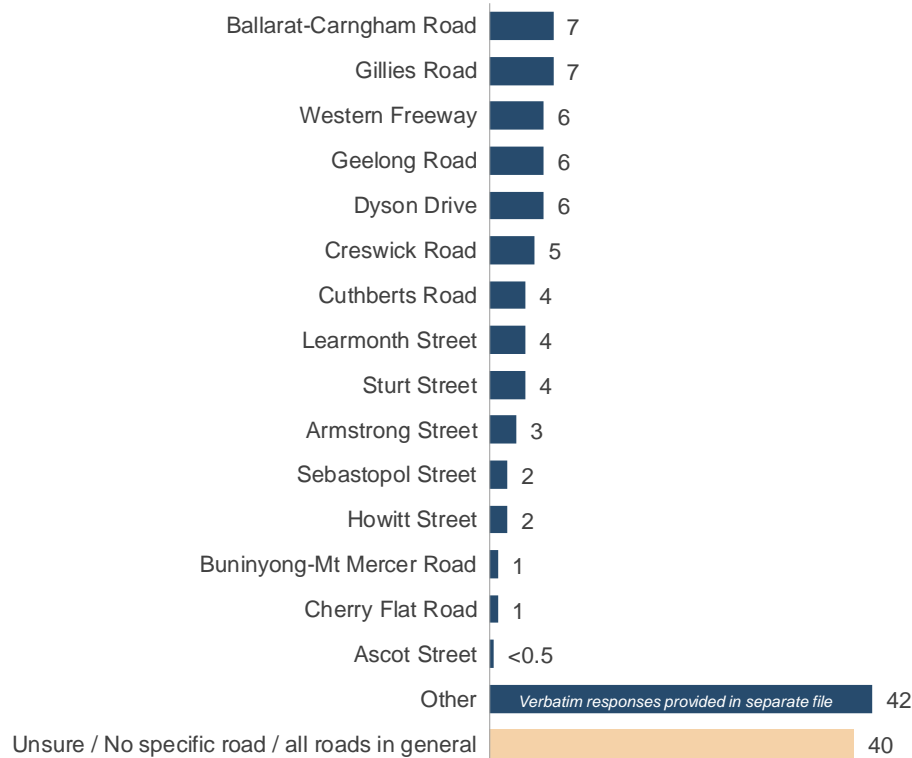
BL3. Thinking about Ballarat as a place and not as a Council, do you agree or disagree with the statement: 'Ballarat is easy to cycle and walk around in?'  
 Base: All respondents (n=800).





## Sealed roads of concern

**2024 sealed local roads of concern (%)**  
*Multiple responses allowed*  
 (among those that gave an 'average', 'poor' or 'very poor' rating)



BL2. You earlier rated the performance of sealed local roads as [INSERT RESPONSE FROM Q2(Y): average/poor/very poor], can you specify which particular road or roads are of concern?  
 Base: Respondents who rate the condition of sealed local roads as 'average', 'poor' or 'very poor' (n=327).  
 To further investigate the 42% 'Other' responses, please refer to verbatim responses in additional data files.

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## 8.10. OUTDOOR TRADING GUIDELINES

**Division:** Economy and Experience  
**Director:** Martin Darcy  
**Author/Position:** Amelia Ryan – Economic Development Officer

### PURPOSE

1. To recommend Council revoke the existing Outdoor Dining and Trading Policy, adopted in 2017, and note the new Outdoor Trading Guidelines.

### BACKGROUND

2. Restrictions on indoor dining during the Covid-19 pandemic saw both Council and State Government provide proactive support to our local businesses to facilitate greater use of outdoor dining. Whilst we were able to provide much of this support through the application of our existing Outdoor Dining and Trading Policy adopted by Council in 2017, the City of Ballarat also proactively facilitated the installation of some outdoor dining infrastructure which went beyond the standard approaches in the policy.
3. The existing 2017 policy primarily supports business to use temporary street furniture, stored inside the business outside of trading hours. However, from 2022 through to early 2023, the City of Ballarat facilitated the installation of infrastructure such as fixed glass wind protection barriers and outdoor dining decks, to support our businesses to trade outdoors. These structures are not strictly prohibited by the existing policy however their use is not strongly considered, and as such there is little guidance for businesses or organisations as to what Council would consider acceptable or appropriate. The policy also lacks clear guidance as to how requests for such infrastructure might be made to City of Ballarat.

### KEY MATTERS

4. Council's proactive approach to outdoor dining in light of the pandemic restrictions has established new models for outdoor dining in our city, and changed the expectations of businesses as to what might be requested and facilitated by the City of Ballarat, should they wish to make use of City of Ballarat managed land adjacent to their business. The current Outdoor Dining and Trading Policy, adopted in 2017, no longer provides adequate guidance to support the types of requests that the City of Ballarat are continuing to receive from businesses wishing to trade outdoors.
5. The results of a survey of residents and businesses in 2023, which sought feedback on the recent developments in outdoor dining across the municipality, indicated the majority of respondents were approving of the installation of fixed infrastructure such as glass wind protection barriers and umbrella sockets. The strongest theme arising from comments submitted as part of that survey was a desire for more vibrancy and activation in our streetscapes.
6. New Guidelines for Outdoor Trading have been developed to help facilitate an equitable and supportive approach to receiving and assessing requests from businesses to utilise City of Ballarat managed land for the purpose of trade such as outdoor dining. The Guidelines seek to balance a desire to support businesses to

increase the vibrancy of public spaces, with ensuring the needs of all users of the public domain are met, whilst also respecting our city's heritage and infrastructure.

7. Whilst retaining the provisions of the 2017 Outdoor Dining and Trading Policy to support businesses to make use of temporary street furniture to support trade, the new Guidelines more explicitly outline the circumstances and conditions in which the installation of fixed street furniture by a business may be considered.
8. The Guidelines provide that applications to install fixed infrastructure on footpaths will be considered by the City of Ballarat on a case-by-case basis, against criteria encouraging activated, people-friendly environments that are in keeping with heritage and streetscape character and which meet a range of accessibility, visibility, amenity and safety requirements. Examples of the fixed infrastructure which may be considered include heaters, pull-down blinds, wind protection barriers and planter boxes. Dependent on circumstances, decking may also be considered. The revised Guidelines do not suggest that car parks could be repurposed for the function of outdoor trading.
9. The implementation of a set of guidelines for outdoor trading, as opposed to a policy, enables the information to be presented in an engaging and easily understood format and will allow City of Ballarat to update them as required, to continue to adapt to changing community expectations regarding outdoor activation in our municipality. In order to implement the new Outdoor Trading Guidelines, officers recommend to Council revoking the Outdoor Dining and Trading Policy adopted in 2017 with the guidelines published on City of Ballarat website.

## OFFICER RECOMMENDATION

### **10. That Council:**

**10.1 Revoke the existing City of Ballarat Outdoor Dining and Trading Policy.**

**10.2 Note the attached City of Ballarat Outdoor Trading Guidelines.**

## ATTACHMENTS

1. Governance Review [8.10.1 - 2 pages]
2. Outdoor Dining Guidelines [8.10.2 - 28 pages]

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**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This agreement directly supports the delivery of two Council Plan priorities, both of which are referenced in the agreement:
  - Objective 5.1 Deliver an ongoing Covid-19 recovery response for businesses and the community
  - Objective 5.2 Support local businesses to explore, innovate and adapt to emerging economic opportunities

**COMMUNITY IMPACT**

2. The new Outdoor Trading Guidelines seek to respond to community and business feedback on outdoor dining responses, provided via a MySay survey in 2023. This indicated the majority of respondents were approving of the installation of fixed outdoor dining infrastructure such as glass wind protection barriers and umbrella sockets. The strongest theme arising from comments submitted as part of that survey was a desire for more vibrancy and activation in our streetscapes.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. No specific implications. Depending upon requests made by businesses in accordance with the guidelines, a case-by-case assessment may highlight to an applicant any concerns or options relating to the carbon footprint of their proposed infrastructure.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. The guidelines assume any costs associated with the installation and maintenance of infrastructure for outdoor trading be borne by the requesting business. There is no indication City of Ballarat would provide any funding for infrastructure. Should infrastructure not be appropriately maintained, City of Ballarat has the option to revoke the associated permit(s).

**FINANCIAL IMPLICATIONS**

5. The guidelines assume any costs associated with the installation and maintenance of infrastructure for outdoor trading be borne by the requesting business. There is no indication City of Ballarat would provide any funding for infrastructure.

**LEGAL AND RISK CONSIDERATIONS**

6. Public liability and safety risk considerations are paramount within the guidelines, with a range of responsibilities in this respect placed upon business requesting permits for outdoor trading. The assessment process for any applications made by businesses will ensure consideration of public safety and other legal risk.

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#### HUMAN RIGHTS CONSIDERATIONS

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

#### COMMUNITY CONSULTATION AND ENGAGEMENT

8. The new Outdoor Trading Guidelines seek to respond to community and business feedback on outdoor dining responses, provided via a MySay survey in 2023.

#### GENDER EQUALITY ACT 2020

9. There are no gender equality implications identified for the subject of this report.

#### CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

10. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

#### PROCUREMENT COLLABORATION

**(For Contracts Only)**

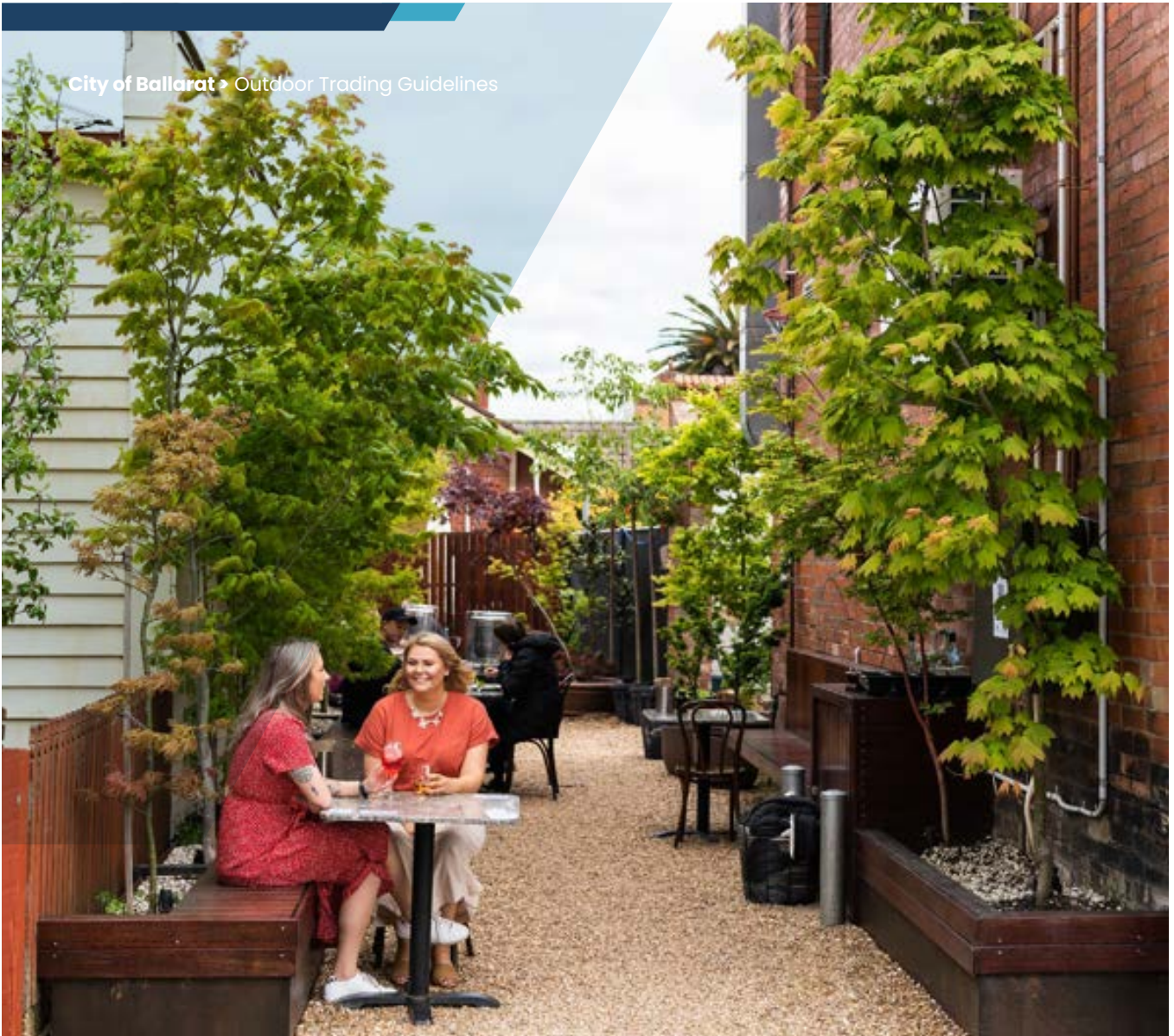
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# Outdoor Trading Guidelines

City of Ballarat ► Outdoor Trading Guidelines



**Street dining and trading plays an important role in the lifestyle and character of a city by adding life and activity to its streets and public spaces.**

The City of Ballarat recognises the significance of outdoor activations in shaping the identity and culture of our city. Therefore, we actively promote outdoor dining and trading to create lively and dynamic streetscapes.

These guidelines aim to support businesses to plan, operate and maintain street dining and trading areas by providing standards that are clear and easy to understand and by simplifying the application process.

Whilst the City of Ballarat encourages street dining and trading, it is also responsible for maintaining standards for the safety, accessibility and appearance of its streets, footpaths and public spaces. This document sets clear minimum standards to ensure that outdoor dining and trading areas are planned, operated and maintained in an appropriate manner and that the needs of all users are balanced.



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## Quick Guide to these Guidelines

### How to apply for an Outdoor Dining Permit

Please read through these guidelines, specifically 'Creating a Successful Outdoor Trading Space' on page 9.

#### You will need to ensure you supply

- A site plan, indicating dimensions of overall footpath width and detailing trading, kerb and pedestrian zones (see page 10)
- Photographs of your proposed footpath area
- A Certificate of Currency for Public Liability Insurance within a minimum of \$20 million

### How to apply for an Outdoor Trading Permit

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- Photographs of your proposed footpath area

A Certificate of Currency for Public Liability Insurance within a minimum of \$20 million

### How to advertise on City of Ballarat managed land

Please read through these guidelines, specifically 'Advertising on a City of Ballarat Managed Space' on page 17.

#### You will need to ensure you supply

- A site plan, indicating dimensions of overall footpath width and detailing trading, kerb and pedestrian zones (see page 10)
- Photographs of your proposed footpath area
- A Certificate of Currency for Public Liability Insurance within a minimum of \$20 million

### How to apply for infrastructure to leave out overnight or permanently

Please read through these guidelines, specifically 'Temporary and Fixed Infrastructure' on page 14.

#### You will need to ensure you supply

- A site plan, indicating dimensions of overall footpath width and detailing trading, kerb and pedestrian zones (see page 10)
- Photographs of your proposed footpath area
- A Certificate of Currency for Public Liability Insurance within a minimum of \$20 million

### How to ensure your space is kept clean

The City of Ballarat will make every effort to keep the City of Ballarat infrastructure clean. However sometimes cleaning equipment cannot access spaces where outdoor trading infrastructure is occupying the space. Refer to 'Keeping Our Streets Clean' on page 25 to help explain how you can work with the City of Ballarat to ensure a clean space for your customers.

### How to design your outdoor space

Outdoor spaces help to create atmosphere and activation. You will first need to map out the area you are able to activate, refer to 'Creating a Successful Outdoor Trading Space' on page 9.

Once you understand the space you are working with, you can decide how you will be furnishing it. Refer to 'Temporary and Fixed Infrastructure' on page 14.

### Do you want to do something not covered within these guidelines?

If you have further questions, or these guidelines do not provide the detail you are looking for, get in contact with the City of Ballarat's Economic Development team. Providing some photographs or examples of your idea will be helpful for the team to understand your vision.

Contact the City of Ballarat's Economic Development team 03 5320 5500 or [economicdevelopment@ballarat.vic.gov.au](mailto:economicdevelopment@ballarat.vic.gov.au)



City of Ballarat > Outdoor Trading Guidelines

## WHAT IS OUTDOOR DINING AND TRADING?

Outdoor Dining and Trading is defined as the use of a public footpath or other public space for the purpose of extending the seating or display space of a business. Outdoor dining and trading typically include elements such as tables, chairs, barrier screens, umbrellas, A-frame signage, display stands and planter boxes.

## THE PURPOSE OF THESE GUIDELINES

If you are a business looking to establish or modify a street dining or trading area within the City of Ballarat, this document contains the information you will need to know to plan, operate and maintain your street dining and trading area.

These guidelines were developed in consultation with local businesses and stakeholders to simplify and improve the application process and to encourage outdoor dining and trading within the city.

A key aim of developing these guidelines is to provide a one-stop document that is easy-to-use and clearly explains everything traders need to consider. The City of Ballarat will consider each application on a case by case basis to ensure the particular location and requirements of the trader are understood and to ensure issues such as safety, accessibility and amenity are appropriately addressed. The guidelines aim to provide a set of principles that give traders a clear direction and more certainty in how to plan, operate and maintain outdoor dining and trading areas within the city.

## KEY PRINCIPLES

This section sets out the City of Ballarat's position in regard to some of the key issues affecting street dining and trading for both businesses and the community. Whilst each business may have different preferences or requirements for street dining and trading based on its particular location, character and function, it is important to have a set of guiding principles in place to give certainty and balance the needs of all users and to provide a unified approach for the appearance, character and day to day functioning of the city.

The City of Ballarat will consider each application on a case by case basis, using the guiding principles outlined in this section to assist traders looking to establish or modify a street dining or trading area.

### The key principles of these guidelines are:

- Respecting our city's heritage character
- Creating people friendly places
- Preserving our city infrastructure

## Respecting our city’s heritage character

Ballarat’s streetscapes include elements from a variety of different periods and styles, but it is the city’s heritage character that is the most identifiable and valued feature. As street dining and trading areas can have a

strong impact on the appearance and character of a street, it is important that the standards that apply to them support the general heritage standards for the city as a whole.

To meet these principles, you must comply with the following items:

Item	Details	When designing your space, consider:
<p><b>Presenting a clean and orderly outdoor space</b></p>	<p>Our city values our heritage past, a well presented outdoor trading space will enhance our city’s features.</p> <p>A cluttered space can hinder the heritage view of our city’s architecture, whilst also creating challenging space for accessibility.</p>	<p>Street dining and trading areas must be presented and maintained in an attractive, clean and orderly manner. They should ensure ample space for users to navigate the area.</p> <p>All furniture must be high quality, durable and well maintained.</p>
<p><b>Avoid imitating historical styles in furnishing your space</b></p>	<p>Outdoor dining areas and furniture should not replicate historical styles as this has the potential to confuse and dilute the presence of significant heritage features.</p>	<p>Preference will be given to furniture which is simple, contemporary and understated in design and that complements rather than competes with the heritage character.</p>



## Creating people friendly places

Outdoor dining and trading enables businesses to make use of a footpath or public space to extend their trading activities.

The City of Ballarat promotes and encourages outdoor dining and trading, and it is important to remember that any outdoor dining and trading area remains a public space. Any activities and furniture introduced must balance the needs of all footpath users and the community.

Applications that propose to extensively enclose a public area will require a detailed assessment by City of Ballarat officers, and in some instances may be declined.

Applicants wishing to install fixed items on City of Ballarat managed land may require a planning permit and/or commercial lease, in addition to their outdoor dining permit.

In assessing the appropriateness of an application in terms of the use of a public space, the City of Ballarat will be guided by the following key principles:

Item	Details	When designing your space, consider:
<b>Balancing the needs of all users</b>	<p>Outdoor dining is intended to have a character which is outdoors and feels like a part of the street.</p> <p>Ensure accessibility, visibility, amenity, and safety for the general public.</p>	<p>Avoid designing a space that encloses an otherwise publicly used space.</p> <p>Your design should be sympathetic to the neighborhood and blend with wider public space.</p>
<b>Facilitating outdoor dining for all weather conditions</b>	<p>Weather conditions should be accommodated, however infrastructure that encloses a space should be avoided or minimised.</p>	<p>Avoid closing an area completely, instead opt for temporary options that can be removed outside trading hours.</p> <p>Best practice includes facilitating the community use of a space together with the business use.</p>

## Preserving our City Infrastructure

At times, businesses wish to fix infrastructure to a City of Ballarat managed space to enhance their product offering.

Fixed infrastructure may be considered but will require additional City of Ballarat permits prior to any installation.

Fixed infrastructure is defined as infrastructure that is left out overnight. Any fixed infrastructure should have the ability to be removed should you vacate the business.

The application process will vary dependent on the request. The City of Ballarat Business Concierge team can support you through this process.

Email [economicdevelopment@ballarat.vic.gov.au](mailto:economicdevelopment@ballarat.vic.gov.au) with your enquiry.

# CREATING A SUCCESSFUL OUTDOOR TRADING SPACE

## Determining a Suitable Site

Suitable locations	Unsuitable locations
In streets with a minimum paved footpath width of 3m outdoor dining and trading can be accommodated without interfering with pedestrian access and other street activities.	Compromise public safety, access and circulation or significantly reduce sight lines for traffic.
In public places or in laneways that are closed to vehicular traffic and have a suitable width.	Will negatively impact on neighbouring uses in terms of noise, amenity and/or safety of the outdoor dining/ street trading area.
Where the outdoor dining and trading area will be clearly visible from the inside of the associated business to ensure effective monitoring.	Interfere with the safety or functioning of loading zones, bus zones and taxi zones or designated accessible parking spaces.



## Finding Your Trading Zone:

- Measure your footpath width
  - Deduct your pedestrian zone (see below)
  - Deduct your kerb zone width (see below)

The remaining width will equate to your trading zone. You must consider any relevant setbacks.

### The Trading Zone

The Outdoor Dining and Trading Zone refers to the area within the footpath where outdoor dining and the display of goods and advertising can occur.

The width of the Outdoor Dining and Trading Zone varies from street to street depending on the width of the footpath and the required setback.

It is the responsibility of the business to ensure that all outdoor dining items including tables, chairs, umbrellas, screens, planter boxes, heaters, A-Frame signs and any other approved items remain within the Outdoor Dining and Trading zone at all times.

### The Pedestrian Zone

The pedestrian zone is the area primarily dedicated to pedestrian movement along the footpath. The pedestrian zone measured from the edge of the property line or façade of the building to the inner edge of the outdoor dining and trading zone.

The pedestrian zone must be kept clear of outdoor furniture, signage or any other items that may cause safety hazards for pedestrians. The preferred pedestrian zones based upon footpath width are identified below. Alternate solutions for pedestrian access can be considered where the below cannot be achieved (i.e. laneway activation), however access for all users should be prioritised.

Footpath Width	Pedestrian Zone Requirement
Less than 3m	Outdoor Dining and Trading not permitted
3m - 3.5m	Minimum 1.8m
3.5m - 4.5m	1.8m or greater
4.5m or greater	2m or greater

Traders must also ensure a clear height of 2 meters is maintained outside trading hours. This is to ensure City of Ballarat cleaning equipment can safely move through the pedestrian zone, without damaging infrastructure such as flags and umbrellas. ever access for all users should be prioritised.



## Kerb Zone

The kerb zone refers to the distance between the outer kerb edge and the outer edge of an outdoor dining and trading zone. The kerb zone ensures clear access from the road to the footpath and must be kept clear of any furniture, signage or any other items that may

cause hazards for pedestrians or vehicles. Kerb zone requirements will vary according to the use of space adjacent to the kerb. Minimum kerb zone requirements are outlined as follows:

Kerb Zone adjacent to	Kerb Zone Requirement
Angle Parking	0.7m
Accessible Parking (Parallel)	1.5m
Accessible Parking (Angle)	0.7m
Parallel Parking	1.0m
Bus & Taxi Zones	1.5m
Loading Zone	1.5m

## Required Setbacks

After working out the general location and width of your potential outdoor dining and trading zone it is then necessary to identify the more detailed setback requirements such as spacing between outdoor dining areas and clearances from existing street furniture and infrastructure to determine the extent of the outdoor dining and trading zone. Setback requirements will be confirmed as part of the application process however the following section identifies the general setback requirements to be used as a guide by traders.

A 500mm setback is required from either side boundary to ensure access points are maintained between the pedestrian zone and the road.

Requests to relocate existing infrastructure may require additional approvals from the City of Ballarat and may incur costs by the applicant.

The table below identifies required clearances to be provided for typical street fixtures:

Type of Fixture	*Required Clearances
Bicycle Racks	1m
Fire Hydrants	1m
Public Seating	1m
Litter Bins	1m
Parking Meter	1m
Electricity Poles and Meter Boxes	0.5m
Street Lights	0.5m
Trees or Tree Guards (surrounds)	0.5m

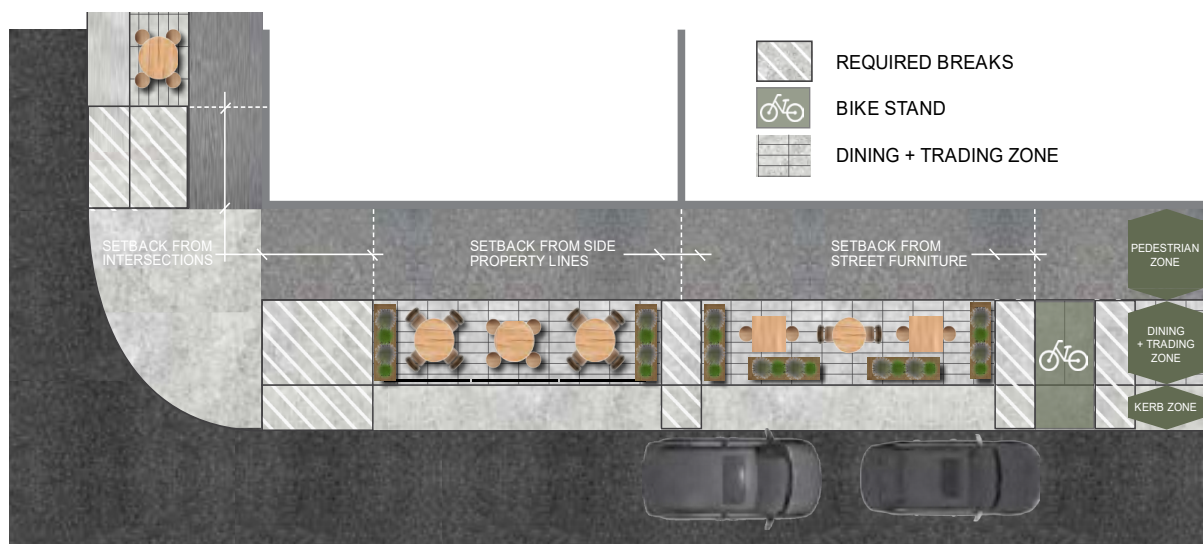
City of Ballarat > Outdoor Trading Guidelines

To ensure that a suitable pedestrian circulation space is provided with clear sightlines and safe conditions for all road users around intersections it is important to maintain adequate setbacks from intersections.

The setback that will be required will vary depending on factors such as the type of intersection and the level and speed of vehicular traffic. Generally, a minimum setback of 2.5m as measured from the corner of the building line will be required, however increased setbacks may be required at some locations due to factors including intersection alignment, crash history or building proximity to the roadway.

Where an outdoor dining area runs continuously for 10m or more, an access break of a minimum of 1m in width must be provided generally in the centre of the outdoor dining and trading zone to ensure regular access points are maintained between the Pedestrian Zone and the road. For longer continuous dining and trading areas an additional 1m break needs to be provided for every 10m of dining and trading area.

Additional setbacks may be required in special cases such as around bus stops and taxi zones or for specific periods such as during construction projects. In these special cases the City of Ballarat will provide advice on required setbacks on a case-by-case basis.







## TEMPORARY OR FIXED INFRASTRUCTURE

Requests for outdoor trading infrastructure are commonly for either temporary or fixed infrastructure. Some examples are listed below. These guidelines can be used to assist in the application process.

### Temporary Infrastructure

Temporary infrastructure includes furniture that is temporary or mobile and is packed away at the end of trading hours. It will minimise heritage issues and leave the streetscape unchanged in appearance and function once it is packed away.

Temporary outdoor trading is preferred as it:

- Minimises damage to pavements / public infrastructure
- Avoids footpath obstructions when the business is closed and minimises maintenance / cleaning issues
- Provides more flexibility in layout and design of the outdoor trading space.

Temporary furniture may include:

- Temporary wind/cafe barriers
- Tables, chairs and stools
- Heaters
- Umbrellas
- Mobile planter boxes
- A-Frame advertising signage
- Clothing racks, display boxes
- Flag banners

When designing your space ensure that:

- There will be no damage to pavements and public infrastructure
- Furniture is in accordance with the furniture outlined within these guidelines
- The space remains clear for maintenance and cleaning outside business hours
- It can be packed away at the end of trading hours leaving the streetscape unchanged in appearance and function.

Depending on the type of infrastructure you plan to use, additional conditions may be added to your permit.

All items placed on the footpath must be removed after business hours or at any time specified on the issued permit, allowing for clear pedestrian access as well as any street cleaning equipment.

## Fixed Infrastructure

Fixed infrastructure may trigger additional permit requirements. Fixed infrastructure is defined as infrastructure that is left out overnight. Any fixed infrastructure must have the ability to be removed should you vacate the business.

Examples of fixed infrastructure may include:

- Planter boxes
- Fixed outdoor heaters
- Energy absorbing barriers
- Wind barriers and screens
- Umbrella sockets
- Raised flooring or decking
- Blinds
- Fixed umbrellas

When designing your space ensure that:

- The impact to heritage facades is minimised
- The space is people friendly for all users
- Damage to pavements and public infrastructure is avoided
- The space remains clear for maintenance and cleaning of the City of Ballarat assets outside business hours. If it cannot, this maintenance and cleaning will become a responsibility of the business
- The infrastructure can be removed should your business close permanently, leaving the streetscape unchanged in appearance and function
- You are aware any infrastructure, permit or construction costs will be at the applicant's expense
- Any potential impact on your neighbourhood has been addressed via consultation and agreement with neighbours, or other such measures.

Additional permits will be required for most fixed infrastructure. The City of Ballarat Business Concierge team can support you through this process.

Email [economicdevelopment@ballarat.vic.gov.au](mailto:economicdevelopment@ballarat.vic.gov.au) with your enquiry.





## FURNISHING THE TRADING ZONE

### Tables & Chairs

Traders should select high quality tables and chairs that are attractive, comfortable and durable. Preference will be given to tables and chairs that are of a style and colour that does not dominate the streetscape or conflict with the heritage character.

Traders will be required to provide photos or brochures of their proposed tables and chairs as part of their permit application to ensure they meet the City of Ballarat's preferred standards.

The City of Ballarat standards require tables and chairs to be:

- Made of good quality materials and be sturdy yet portable – the use of a metal or timber frame is preferred
- Wind resistant (i.e. designed to resist wind gusts)
- Constructed of durable and hard-wearing materials
- Easy to clean and be well maintained
- Free of any advertising material
- Removed and packed away outside of trading hours
- Have bases that will not cause damage to footpaths.



## Outdoor Dining Screens

Screens can help to delineate an outdoor dining area, create a sense of safety and comfort for patrons and add variety and interest to a street.

The City of Ballarat standards require that screens be:

- A maximum height of 900mm to preserve the general appearance and sense of openness of streetscapes (screen heights may only be increased to a maximum of 1200mm where the City of Ballarat determines that it is necessary to improve street activation, safety or amenity)
- Designed with a minimum 20mm clearance from the footpath, to allow for drainage
- Made of good quality and durable materials that can withstand weather exposure and general wear
- Of neutral and colours that do not dominate the street
- Stable, secure and wind resistant
- Portable so that they can be removed and packed away outside of trading hours (the City of Ballarat will only consider fixed screens in special circumstances where it can be demonstrated that it is necessary to improve street activation, safety or amenity)
- Of a design and appearance that complements the streetscape and business but limits advertising – the name of the business or sponsor is acceptable, but must not exceed 33 per cent of the total surface area of the screens.

The three basic types of screens are described below:

### Canvas Screens

Removable canvas screens that comply with the above general requirements are the preferred standard for the City of Ballarat.

### Fixed Glass Screens

Any proposal for fixed glass screens will require an additional assessment, fee and building permit and involve the City of Ballarat undertaking a review of the wider heritage and streetscape character.

### Alternative Screens

The City of Ballarat encourages creativity and innovation and will consider alternative screens where they will help to activate and add variety and amenity to a streetscape. Alternative screens refer to screens that meet the City of Ballarat required standards but are of a different design or materials to regular canvas screens.

Alternative screens will be assessed on a case-by-case basis and upon design merit with consideration being given to issues such as streetscape and heritage, durability, presentation, safety and materials. Alternative screens must also be designed so that materials and treatments face outwards towards the street.

## Creating Comfortable Spaces

Outdoor dining can improve our street aesthetic and experience throughout all seasons whilst also balancing a people friendly space. The City of Ballarat supports the addition of infrastructure to create comfortable spaces, however it is important that the below conditions are followed

All items within the trading zone are to be:

- Positioned within, and must not extend outside of, the permitted outdoor dining and trading zone
- Arranged so that the trading zone provides a suitable level of accessibility, circulation and safety for staff and clientele
- Of a high standard quality and materials so they are durable and add to the amenity of the street
- Removed from the footpath and packed away at the end of each trading day, unless otherwise permitted

Kept clean and in good working order and meeting basic safety standards such as being wind resistant (not easily blown over or away) and free of sharp edges, or other features likely to cause injury.

## Umbrellas

The City of Ballarat standards require umbrellas to be:

- Of neutral and darker colours that do not dominate the street and that complement the other outdoor furniture being used (i.e. the barrier screens)
- Positioned in the Outdoor Dining and Trading Zone only, not extending into the Pedestrian Zone or the Kerbside Zone
- A minimum of 2.2 metres high at the lowest point
- Firmly secured either through an in-ground socket device or using a temporary umbrella base which should be made of a high quality material that ensures public safety and that cannot be lifted by strong winds (any damage caused to people or property arising from the umbrellas will be the responsibility of the permit holder)
- Positioned to not obstruct traffic signals or visibility at intersections, parking and other signage
- Of a design and appearance that complements the streetscape and business but limits advertising - the name of the business is acceptable but must not exceed approx. 33 per cent of the total surface area of the umbrellas.

## In Ground Sockets and Lock In Devices

It is important to note that installation of any in-ground sockets or lock-in devices requires an assets protection permit and must be carried out by City of Ballarat approved contractors and at the expense of the applicant.

The following design standards apply for in-ground sockets:

- Sockets must be made of stainless steel and have an auto shut lid to prevent the lid staying open and creating a hazard on the footpath
- Sockets must be installed flush to the level of the footpath, and no parts should project above footpath level when not in use
- Sockets must be installed in accordance with manufacturer's specifications and any City of Ballarat permit conditions
- Any damage to the footpath must be reported to the City of Ballarat by the permit holder. Rectification works are at the permit holder's expense.

## Decking

Decking will be considered in circumstances where it can be demonstrated that it is necessary to improve street activation, safety, accessibility or amenity.

Decking must ensure it maintains a people friendly space and respects the neighbourhood and streetscape character.

Any proposal for decking on City of Ballarat managed land will require an additional assessment and permit process and may also require a licence/lease agreement between the City of Ballarat and the applicant.



## Blinds

In certain situations, drop down blinds can improve the dining experience in streets where there is poor protection from the elements.

Transparent drop-down blinds may be permitted, subject to a building permit issued by a private building surveyor. Some applications may also require a Planning Permit issued by the City of Ballarat.

Applications will be assessed based on available space, prevailing urban character, existing street infrastructure, and traffic conditions. The City of Ballarat standards require blinds to be:

- Installed only where a verandah or balcony already exists - with blinds being designed and integrated properly into the permanent structure
- Used only when warranted by the weather conditions
- Rolled up or removed outside of trading hours and when weather does not warrant their use
- Fixed firmly in position when in use. Blinds may be attached to outdoor dining screens or to the footpath surface (refer to standards for in-ground socket / lock-in devices). In cases where attachment is made to the outdoor dining screen, the stability of the screen must not be compromised. This can be achieved by ensuring outdoor dining screens are secured to the footpath via an in-ground socket or lock-in device
- Free from advertising
- Made from high quality material, always kept clean and maintained to a safe standard
- Positioned to not intrude into the pedestrian or kerb zone
- Positioned so that they run parallel to the street only and not at right angles, which enclose the area
- Note that any damage caused by blinds to building structures will require immediate rectification by the applicant.

## Gas Heaters

Whilst the City of Ballarat permits the use of either fixed or freestanding heaters, permit holders should be mindful of the energy consumed by heaters and their contribution to greenhouse gases.

**Fixed Heaters:** Outdoor gas heaters may be affixed to awnings/verandahs (to be off the footpath area) and connected to a reticulated gas supply. Applicants should note that a building permit is required to undertake this option and must consider impacts on heritage buildings if applicable. Some applicants may be required to apply for a Planning Permit.

**Freestanding Heaters:** If patio type heaters positioned on the footpath are to be used, they must be included on the initial application, or via a request that an existing permit is amended.

Applicants must ensure such heaters are covered by the applicant's public liability insurance.

The City of Ballarat standards require that all heaters be:

- Placed within the Trading Zone
- Carry the appropriate certification by the Australian Gas association and must be used in accordance with the manufacturer's instructions and any safety or technical advice available through the Office of Gas Safety.



## GREENING YOUR OUTDOOR TRADING ZONE

The City of Ballarat encourages the addition of greenery in place of barrier screens, or as features within outdoor dining and trading areas,

City of Ballarat standards require planter boxes to:

- Be a maximum width of 500mm and a maximum length of 1200mm
- Have a total height of no more than 900mm from footpath
- Be elevated 20mm above the footpath to allow for drainage
- Be constructed of sturdy and durable materials such as steel and timber and be complementary in appearance to the streetscape
- Be designed and positioned so that water and soil from the planters does not enter into the storm water system, stain pavements or cause a safety hazard to pedestrians.

Greenery must be well maintained with healthy plants and must be kept clear of litter. If this is not adhered to the City of Ballarat will require the planter boxes or pots to be removed from use. Empty pots or planter boxes must be removed or replanted.

### Temporary Planter Boxes

Must be properly secured in place during use and removed from the footpath outside of trading hours. They will usually have lockable wheels or castors.

### Permanent Planter Boxes

Permanent planter boxes must not be affixed to the ground or cause damage to any City of Ballarat asset. They are permanent by their weight and should be removable if the business should vacate the property, or works are required within the City of Ballarat managed space. To add semi-permanent planter boxes adjacent to your business, you will need to apply for an amendment to your Outdoor Trading permit and agree to additional conditions.

### Pots

The City of Ballarat support the introduction of pots within outdoor dining and trading areas to add greenery and interest to streetscapes. The placement of pots must ensure that the safety and access of pedestrians, staff and clientele is not compromised.





## DISPLAYING GOODS

The City of Ballarat supports traders in displaying goods in the Outdoor Trading Area for sale or hire where deemed safe and appropriate to do so.

Goods for sale or hire must be:

- Placed within the Trading Zone and not in the Pedestrian or Kerb Zones to allow clear access for all pedestrians
- The area used to display goods for sale or hire must be no greater than 2m<sup>2</sup>
- Only on footpaths wider than 3.5 m
- Completely removable after business hours so as not to obstruct pedestrian movement
- Not be positioned on any road, median strip or roundabout at any time
- Less than 800mm wide, 1.5 metres long and no greater than 1.5 metres high. A Local Laws Officer may at their discretion allow the display of goods of a greater dimension and area in industrial type areas.

# ADVERTISING ON A CITY OF BALLARAT MANAGED SPACE

The City of Ballarat understands the need for businesses and organisations to utilise the footpath area to advertise their activities and will permit use of advertising signs with certain conditions.

## Advertising signs will be permitted when they are

- Placed within the Trading Zone.
- No more than 1 sign, per business, on City of Ballarat managed space. This will minimise cluttering of the street.
- Smaller than 1 square metre in area and have no dimension greater than 1200mm.
- Located adjacent to the premises frontage.
- Where the footpath does not allow for a trading zone, alternative locations may be considered on a case-by-case basis.
- Flag banners that are located outside a Heritage Area and weighted appropriately to withstand strong winds and placed within the Trading zone only

## Advertising signs will not be permitted when they are

- Located within the Pedestrian or Kerb Zones where they could potentially become hazardous for pedestrians.
- More than 1 advertising sign per business, on City of Ballarat managed land.  
*An additional advertising sign maybe considered at the discretion of the Compliance officer.*
- Greater than 1 square metre in area and/or have a dimension greater than 1200mm.
- Attached to any existing City of Ballarat fixtures such as bins, street furniture, footpath or signage without the prior approval of a Compliance Officer. Applications will be considered on a case-by-case basis
- Flag banners, also known as tear drop banners within heritage areas
- Inflatable signs, portable electric signs, illuminated, revolving, spinning or flashing signs.

## Advertising in an Industrial Area

Applications for advertising signs in the Outdoor Trading Area for businesses operating in industrial areas will be considered on a case-by-case basis, allowing officers take into consideration available space, prevailing urban and neighbourhood character, public safety, existing street infrastructure and traffic conditions. It should be noted, however, that unless the business is

in a commercial or mixed use zone in accordance with the Ballarat Planning Scheme, an A-frame sign will not be approved.

## Advertising in a Residential Area

Applications for advertising signs in Outdoor Trading Areas for businesses in residential areas are generally not permitted.

However if the business is located within a Commercial or Mixed Use Zone as applied under the Ballarat Planning Scheme, applications may be considered on a case-by-case basis. Officers will take into consideration available space, prevailing urban and neighbourhood character, public safety, existing street infrastructure and traffic conditions.

## Advertising for Open Homes & Auctions

Temporary advertising signs for open houses/auctions are exempt from the need for a permit provided the agent/business holds public liability insurance with minimum coverage of \$20 million, the sign is no larger than 1 square metre in area, is weighted to withstand strong winds and not inserted into the ground, does not impede pedestrian access or block traffic sight lines and is removed immediately after the open house/auction has finished.

## Advertising at the entrance to a Laneway, Shopping Mall or similar

Applications wishing to place advertising signs at entrances to laneways or shopping malls instead of fronting their businesses, will require further assessment.

Officers will take into consideration available space, prevailing urban and neighbourhood character, public safety, emergency vehicle access, existing street infrastructure and traffic conditions.

# OPERATING AND MAINTAINING YOUR OUTDOOR DINING AND TRADING AREA

## Roles and Responsibilities

The City of Ballarat is responsible for the general maintenance of the footpath and will play an important role in ensuring a safe, clean and welcoming environment for all users.

At particular times, this may require the City of Ballarat, Service Authorities or Special Events Organisers to access or alter the footpath to ensure the safety and amenity of the street is maintained. Where possible, reasonable notice of proposed footpath works will be given to permit holders. The role and responsibility of the permit holder is to oversee the daily management of the outdoor dining and trading area and ensure they remain compliant with the current guidelines.

Maintaining clear pedestrian access, a clean environment and welcoming atmosphere during operating hours will ensure traders implement a successful outdoor dining and trading area.

In the instance that a permit is cancelled, it will be the responsibility of the business operator to ensure all fixed and temporary outdoor dining and trading items are completely removed from the footpath.

## Liability and Insurance

**An organisation must not occupy City of Ballarat managed land without a permit, as per the City of Ballarat Community Local Law 2017.**

The permit holder is responsible for any liability issues associated with the outdoor dining and trading area, including outdoor dining that has been permitted outside a neighbouring premise.

Permit holders must provide and maintain a Certificate of Currency of appropriate public liability insurance for cover of at least \$20,000,000 which is valid for the duration of the permit and the proposed footpath activity.

The permit holder will be required to submit a copy of their Certificate of Currency annually, despite the renewal of the Outdoor Dining Permit only occurring once every three years.

Traders whose insurance expires within the period of their permit must provide an updated certificate. Failure to do this will result in the permit being revoked.

Businesses without a valid Certificate of Currency for at least \$20,000,000 may be eligible for Community Insurance via the City of Ballarat, with applications managed via the City of Ballarat website.

## Fees

These Outdoor Trading Guidelines encourage and support outdoor activation for the wider economic benefit of the business, precinct and wider community.

Fees to utilise the outdoor dining space managed by the City of Ballarat are subject to change and available on the City of Ballarat website. Please refer to the City of Ballarat's most recently adopted budget for further information.

Unless otherwise agreed, outdoor dining infrastructure will be installed and maintained at the expense of the business.

## Maintaining Safe Places and Streets

Permit Holders are required to maintain clear access for all patrons in and around outdoor dining and street trading areas. Consideration should be given to people with disabilities and vision impairments when determining placement of items within the trading zone.

Provision for 24 hour access to existing infrastructure such as fire hydrants, communication switchboards, boosters and underground services should be maintained at all times.

Access for City of Ballarat workers operating street cleaning equipment is integral for day to day maintenance. Where fixed outdoor trading infrastructure has been installed and City of Ballarat cleaning equipment cannot access, it will be the responsibility of the trader to ensure the maintenance and cleanliness of the space.

## Keeping our streets clean

City of Ballarat workers who operate street cleaning equipment rely on having access to City of Ballarat managed land for their day to day maintenance tasks. It is the duty of the permit holder to guarantee that there is sufficient access provided for the City of Ballarat cleaning equipment to reach the designated areas.

During non-trading hours, traders are responsible for maintaining a minimum height clearance of 2 meters. The purpose of this is to allow City of Ballarat cleaning equipment to navigate the pedestrian zone safely, without causing any harm to infrastructure like flags and umbrellas.

## Fixed Infrastructure

Where fixed outdoor trading infrastructure has been installed and City of Ballarat cleaning equipment cannot access, it will be the responsibility of the permit holder trader to ensure the maintenance and cleanliness of the space, which may include all and any adjoining footpaths, gutters & kerbing.

## Temporary Infrastructure

The permit holder is responsible for ensuring that temporary infrastructure is kept off City of Ballarat land outside of business hours. This is necessary to allow access for City of Ballarat street cleaning equipment. Failure to remove the infrastructure may result in the footpath not being cleaned.

## Behaviour of Patrons

Monitoring and managing the behaviour of patrons within the outdoor dining and trading area is the responsibility of the business operator.

Particular attention should be given to monitoring patrons at businesses operating a licensed premise.

It is the responsibility of the permit holder to ensure that all staff practice responsible service of alcohol and that alcohol is served within the red line. A safe and inclusive environment along the pedestrian zone of the footpath should also be maintained and managing noise generated through outdoor dining is important. Operators should consider the potential noise and amenity impacts for surrounding businesses and in residential areas.

## Smoking/e-cigarette regulations

Under Victoria's Tobacco Act 1987, smoking and the use of e-cigarettes (vaping) is banned in all commercial outdoor dining areas in Victoria.

An outdoor dining area is defined as an outdoor area that a business owner or occupier permits to be used for dining, whether such food provided on a commercial basis is:

- Actually being eaten, or
- Available to be purchased and eaten in the area (regardless of whether anyone is actually eating).

Examples of outdoor dining areas include footpath dining, courtyards, balconies, and beer gardens that form part of, or are attached to, cafes, restaurants, take-away outlets, pubs, licensed premises and other similar businesses.

It is the responsibility of the permit holder to ensure their business complies with these regulations, altering their outdoor dining and trading environment as required.

Further detailed information is available on the Victorian Department of Health website [health.vic.gov.au/tobacco-reform/outdoor-dining-smoke-free-and-vape-free](https://health.vic.gov.au/tobacco-reform/outdoor-dining-smoke-free-and-vape-free).

## HOW TO APPLY

**For temporary infrastructure visit the City of Ballarat website to complete the online form.**

You will be required to provide a site plan or photograph showing the kerb, footpath and façade of building with dimensions indicated; photograph of item/s applied for; a copy of your liquor licence or red line plan if applicable; and Certificate of Currency showing public liability insurance with minimum coverage of \$20 million.

For more complex requests or questions, for example those relating to **fixed infrastructure**, our Business Concierge Team are available to assist and guide you. Contact [economicdevelopment@ballarat.vic.gov.au](mailto:economicdevelopment@ballarat.vic.gov.au) or 03 5320 5500

## DEFINITIONS

### Temporary Furniture

Temporary Furniture refers to furniture that is completely removable and mobile and is packed away at the end of trading hours.

- Temporary furniture leaves the streetscape unchanged in appearance and function once it is packed away and minimises heritage issues
- Minimises damage to pavements / public infrastructure
- Avoids footpath obstructions when the business is closed and minimises maintenance / cleaning issues
- Provides more flexibility in layout and design of the outdoor trading area and reduces the impression that a footpath or public space has been privatised.

### Fixed Furniture

Infrastructure that is left out overnight. Any fixed infrastructure should have the ability to be removed should you vacate the business.

### Privatisation

Privatisation creates a sense of exclusion for the general public or impacts on the heritage or streetscape character. A privatised space is discouraged as it reduces accessibility, visibility, amenity and safety for the public. Refer to 'People Friendly Spaces' section for more information.

### Trading Zone

The area within the footpath where outdoor dining and the display of goods and advertising can occur.

### Pedestrian Zone

The area primarily dedicated to pedestrian movement along the footpath.

### Kerb Zone

The distance between the outer kerb edge and the outer edge of an outdoor dining and trading zone.

**Images used throughout this document have been used to provide inspiration for outdoor dining and trading. Images have been sourced from internet image libraries and may be subject to copyright.**





City of Ballarat > Outdoor Trading Guidelines



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June 2024

## 8.11. FAIR ACCESS POLICY

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Breanna Doody – Coordinator Health & Social Planning

### PURPOSE

1. The purpose of this report is to:
  - a. Summarise the outcomes of community engagement and Gender Impact Assessment.
  - b. Present Council with the proposed Fair Access Policy for adoption.

### BACKGROUND

2. The Fair Access Policy (the Policy) seeks to address known barriers experienced by women and girls in accessing and using community sports infrastructure and to extend this to consider other intersectional impacts.
3. Local governments are required to have a policy addressing these issues in place by July 2024 to ensure eligibility for State community sport infrastructure funding, and by October 2024 to meet legislative requirements.
4. A draft Fair Access Policy was developed based on the State Government template with amendments made to reflect our own community and aspirations.
5. Community feedback was sought to assist Council in refining the Policy, develop supporting actions to incorporate within the Active Ballarat Strategy, learn about the barriers currently being experienced, and understand how the community can be best supported to embrace the Fair Access Policy principles.
6. Initial engagement regarding the policy occurred in late December and included conversations with key stakeholders, including local sports clubs and State sporting associations, Women's Health Grampians, Sports Central and Office for Women in Sport and Recreation. This occurred within forums and in meeting contexts.
7. In the second stage of consultation, occurring between 29 February and 1 April 2024, the primary form of engagement used for the general community was the online platform MySay, and a survey made available via the project page. Hard copy information and surveys were also made available at the Wendouree, Central and Sebastopol libraries and emails sent out to local community organisations and Council Advisory Committees.
8. A Gender Impact Assessment has been undertaken along with a Governance review.

### KEY MATTERS

9. Feedback regarding the Policy was received from Women's Health Grampians, Office for Women in Sport and Recreation, Sports Central, Sport and Recreation Victoria and

the Victorian Pride Lobby. The broadening of the policy to consider intersectionality was welcomed by all organisations and there was overall support for the draft Policy.

10. From the consultation feedback, several wording amendments have been made which improve clarity and respond to barriers and opportunities highlighted during the consultation. This has not resulted in significant directional change to the draft Policy but has helped to strengthen and clarify the community's aspirations and priorities, ensuring alignment with existing adopted Council policies and strategies.
11. A Gender Impact Assessment (GIA) has been conducted and several parts of the draft policy modified to acknowledge the need to be more informative, inclusive, and encouraging of uptake. The recommendations provide an increasingly shared understanding of intersectional gender equality in sport, with the policy becoming a platform for expectations, actions and more equitable outcomes. This will be possible through working in partnership with sporting clubs, groups, associations, organisations and with our community.
12. The Governance review identified a number of elements that needed to be relocated or moved to documents that will support the implementation of the Policy including the Active Ballarat Strategy. There were elements of the State Government template policy that did not pertain directly to Council or local government and this was removed to provide clarity to the Policy as owned by Council.
13. A list of actions that have been prioritised, amended, and added to as a result of community feedback which will support implementation of the Fair Access Policy, and which will be included in the updated Active Ballarat Strategy include:
  - Reviewing and updating the Active Ballarat Strategy to deliver on Fair Access Policy requirements.
  - Undertaking baseline data collection of existing practices including usage of Council owned facilities and adding gender-based reporting into booking systems.
  - Exploring opportunities to leverage and incentivise early uptake of actions that lead to progress towards gender and intersectional equitable outcomes in sport and recreation usage and access.
  - Commitment to undertaking Gender Impact Assessment reviews on relevant policies, processes, and strategies, ensuring alignment with Fair Access principles.
  - Ensuring that the Recreation Infrastructure Plan includes principles and actions which ensures that all new and upgraded sport and recreation infrastructure supports inclusion.
  - Partnering with other organisations, including Women's Health Grampians through the CoRE Alliance, to support sports and recreation associations and leagues to embed Fair Access Policy principles within their operations, promote gender equality, create safe and welcoming environments for all, and deliver more training, resources and participation opportunities for women, girls and gender diverse people.
  - Highlighting good practice examples and impacts within the community and encouraging more equitable representation and celebration of achievements of women, girls and gender diverse people in communications and media.
  - Advocate for state and local associations to review uniform policies to make them more inclusive.
  - Reviewing Council grant guidelines and internal processes to identify any additional opportunities to support clubs and groups supporting Fair Access principles.

## OFFICER RECOMMENDATION

### 14. That Council:

14.1 Adopt the Fair Access Policy attached to this report.

## ATTACHMENTS

1. Governance Review [8.11.1 - 3 pages]
2. Final Draft City of Ballarat Fair Access Policy May 2024 [8.11.2 - 6 pages]

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**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Fair Access Policy has significant alignment with several key strategic documents:
  - Council Vision 2021 – 2031 - A healthy, connected and inclusive community
  - Council Plan 2021 – 2025 - 2.8 Enhance Ballarat as a Diverse, Inclusive and Compassionate Community
  - Health and Wellbeing Plan 2021 – 2031 - Priority groups: Gender, LGBTIQ+ Communities, Liveability Domains: Community participation, Open space and recreation, Health Priority: Increasing active living.
  - Active Ballarat Strategy
  - Active Women and Girls Strategy 2018
  - City of Ballarat Prevention of Violence and Gender Equity Leadership Statement
  - City of Ballarat Gender Equality Action Plan 2021-2025
2. Other key alignments include:
  - Inclusive Ballarat Framework 2022-2026
  - Disability Access and Inclusion Plan 2022-2026
  - Intercultural Plan 2022-2026
  - Leasing and Licencing Policy
  - Open Space Strategy
  - Community Infrastructure Planning Policy
  - LGBTIQ+ Inclusion Plan 2022-2026
  - Innovate Reconciliation Action Plan 2019-21
  - Ageing Well in Ballarat Strategy 2022-2026
  - Ballarat Aquatic Strategy 2014
  - Partnerships and Grants Policy

**COMMUNITY IMPACT**

3. Sport is a highly visible and valued feature of City of Ballarat's culture and identity. The sport and active recreation sector provide opportunities for enriching our communities through the promotion of respect and fair mindedness for all people, while also supporting the physical, social and mental wellbeing of all Victorians.
4. Policies that contribute to increased awareness of gender equity and improve access and inclusion are beneficial to all our community.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

5. It is considered that the report does not have specific environmental and sustainability implications.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

6. It is considered that the report does not have specific economic sustainability implications.

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**FINANCIAL IMPLICATIONS**

7. Any projects/programs required for the implementation of the Policy that fall outside of the recurrent budget will be subject to a business case approval process.

**LEGAL AND RISK CONSIDERATIONS**

8. There are no known legal or risk considerations.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

10. Initial engagement regarding the policy occurred in late December and included conversations with key stakeholders, including local sports clubs and State Sporting Associations, Women's Health Grampians, Sports Central and Office for Women in Sport and Recreation. This occurred within forums and in meeting contexts.
  11. In the second stage of consultation, occurring between 29 February and 1 April 2024, the primary form of engagement was the online platform MySay, and a survey made available via the project page. Hard copy information and surveys were also made available at the Wendouree, Central and Sebastopol libraries and emails sent out to local community organisations and Council Advisory Committees.
  12. Reach of the engagement can be summarised as:
    - a) One sports club forum held on 12 December 2023 with 46 participants
    - b) One State Sporting Association, local association, league and organisation forum held on 11 December with 29 participants
    - c) Discussions with Women's Health Grampians, Sports Central and Office for Women in Sport and Recreation seeking feedback on the Policy
    - d) One submission received via email.
    - e) 55 people responding to online MySay survey and the submission of one hard copy
    - f) 549 people opening the project's MySay page
    - g) Emails sent to 213 clubs/associations and 23 community organisations
    - h) 132 downloads of project materials
    - i) 1 paid advertisement on the 'Ballarat Council' Facebook page, receiving 73 likes, 55 comments and 6 shares
  13. Whilst we had some representation across all key stakeholder groups, there were limited numbers of people who identified as culturally and linguistically diverse or First Nations who responded to the engagement opportunities despite sharing through organisations who support these groups. There were also smaller numbers of people who were under 25 years old and over 55 years. As expected, 71.43% of respondents were female, and 7.14% identified as non-binary.
  14. From the consultation feedback, several wording amendments have been made within the Policy which improve clarity and respond to barriers and opportunities highlighted during the consultation. This has not resulted in significant directional change to the
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draft Policy but has helped to strengthen and clarify the community's aspirations and priorities, ensuring alignment with existing adopted Council policies and strategies.

15. A consultation report is available on Council's MySay page.

**GENDER EQUALITY ACT 2020**

16. There are gender equality implications identified for the subject of this report. A Gender Impact Assessment has been conducted and is available on request. The Gender Impact Assessment (GIA) provided recommendations and several parts of the policy modified to acknowledge the need to be more informative, inclusive and encouraging of uptake. The recommendations provide an increasingly shared understanding of intersectional gender equality in sport, with the policy becoming a platform for expectations and more equitable outcomes. This will be possible through working in partnership with sporting clubs, groups, associations, organisations and with our community. Some of the recommendations pertaining to actions were subsequently removed from the Policy as outlined in point 13 of the report. These recommendations will be included when actions are included within the updated Active Ballarat Strategy. The recommendations from the GIA had some overlap with feedback from community consultation and included:

- a. Added definitions for 'gender intersectional equality' and 'intersectional gender inequality'
- b. Updated definition for 'gender diverse'.
- c. Updating the final paragraph in the 'Purpose' to clarify that through the recognition of intersectional gender inequality the Policy aims to further address discrimination, disadvantage and inequity.
- d. Adding the action for future consideration in updated strategies: "Exploring opportunities to leverage and incentivise early uptake of actions that lead to progress towards gender and intersectional equitable outcomes in sport and recreation usage and access."
- e. Amending proposed action regarding baseline data collection to specify that participation data of people of different genders, ages, abilities and cultures as well as leadership representation will be considered.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

17. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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## CITY OF BALLARAT FAIR ACCESS POLICY

### 1.0 Purpose

Sport is a highly visible and valued feature of City of Ballarat's culture and identity. The sport and active recreation sector provide opportunities for enriching our communities through the promotion of respect and fair mindedness for all people, while also supporting the physical, social and mental wellbeing of all Victorians. The City of Ballarat is well positioned to design and implement place-based, integrated actions that progress gender and intersectional equality in community sport.

Victoria's *Gender Equality Act 2020* (the Act) requires local governments to take positive action towards achieving workplace gender equality. As a defined entity under the Act, local governments are required to consider and promote gender equality, including undertaking gender impact assessments on policies, programs and services that have a direct and significant public impact.

Policies, programs and services that relate to community sport and active recreation are an example of where these lenses should be applied.

The Fair Access Policy (the Policy) seeks to address known barriers experienced by women and girls in accessing and using community sports infrastructure and to extend this to consider other intersectional impacts. In this Policy, when 'women and girls' is referenced, it includes transgender women and girls. By recognising intersectional gender inequality, the policy aims to further address discrimination, disadvantage, and inequity. The policy aims to progressively build capacity and capabilities of the City of Ballarat in the identification and elimination of systemic causes of gender inequality in policy, programs, communications, and delivery of services in relation to community sports infrastructure provision, usage and access.

### 2.0 Scope

This policy applies to all Council-owned and managed community sports infrastructure, and it is envisaged that over time, and with support from Council, the objectives of this policy will be embedded across all sport and recreation facilities within the City of Ballarat, not just City of Ballarat owned infrastructure.

The policy applies to all business units of the City of Ballarat who contribute to planning and delivering community sports infrastructure, those who support community sports associations and clubs, and all responsible for assessing and progressing gender and intersectional equity. It provides a framework for Councillors, Council Officers, and tenants of City of Ballarat owned community infrastructure and consultants/agencies acting on behalf of Council.

As a defined entity of the *Gender Equality Act 2020*, the City of Ballarat is required to conduct Gender Impact Assessments (GIA) on all policies, programs, communications, and services, both new and those being reviewed, which directly and significantly impact the public. The access and use of community sports infrastructure is an example of policy that has a direct and significant impact on the public.

As local government has key responsibilities in the development and use of community sports infrastructure, they are best placed to increase equitable access through policy and strategy. The policy will support the City of Ballarat to take positive action towards achieving gender equity in the access and usage of community sports infrastructure. The policy enables effective and efficient integration of the requirements of the *Gender Equality Act 2020*, the *Local Government Act 2020*, the *Public Health and Wellbeing Act 2008*, and other legislative frameworks.

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At a local level, City of Ballarat is committed to Communities of Respect and Equality (CoRE), an alliance of businesses, organisations, sporting clubs and groups who share a vision for safe, equal and respectful communities in the Grampians region, where women and children live free from the threat of violence. The policy will support City of Ballarat's commitment as a CoRE member, to preventing gender-based violence through the promotion of gender equality.

### 3.0 Policy Statement

This policy establishes the expectation that gender and intersectional equality is considered, prioritised, and action is taken in all current and future Council planning, policy, service delivery and practice as they relate to community sports infrastructure. The City of Ballarat recognises that:

- a) Gender equality is the attainment of equal rights, responsibilities, and opportunities for women, men, trans, and gender diverse people. Equality does not mean that women, men, trans, and gender diverse people will become the same but that their rights, responsibilities, and opportunities will not depend on their gender. Transgender women can also experience unique barriers to the attainment of gender equality that should be considered.
- b) Gender equity is the provision of fairness and justice in the distribution of benefits and responsibilities based on gender. The concept recognises that people may have different needs and power related to their gender and also other attributes, and these differences should be identified and addressed in a manner that rectifies related imbalances.

The objectives of this policy are to:

- Build capacity and capabilities of the City of Ballarat in the identification and elimination of systemic causes of gender and intersectional inequality in policy, programs, communications, and delivery of services in relation to community sport and recreation.
- Ensure an effective place-based response for the gender and intersectional equitable use of and access to community sports infrastructure.
- Promote gender and intersectional equality in policies, programs, communications, and services as they relate to community sports infrastructure.

The implementation of this policy is underpinned by six principles reflecting City of Ballarat's commitment to inclusivity, full participation, equitable access, equal representation in leadership, equitable practice by user groups, and prioritising user groups committed to equality. The City of Ballarat considers that these principles provide clear direction while also enabling adaption to the specific environment of Ballarat's unique area. These principles are:

1. Community sports infrastructure and environments are genuinely welcoming, safe and inclusive environments.
2. Community members of all genders and intersections can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator.
3. Community members of all genders and intersections will have equitable access to and use of community sport infrastructure
  - a. Of the highest quality available and most convenient;
  - b. At the best and most popular competition and training times and locations; and
  - c. To support existing and new participation opportunities and a variety of sports.
4. Community members of all genders should be equitably represented in leadership and governance roles.

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5. Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement intersectional gender equitable access and use practices.
6. Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to intersectional and gender equitable access and use of allocated community sport infrastructure.

Implementation of the policy will involve incorporating the Fair Access principles and related actions within the Active Ballarat Strategy. Actions will include:

- Reviewing and updating the Active Ballarat Strategy and Active Women and Girls' Strategy to deliver on Fair Access Policy requirements.
- Undertaking baseline data collection of existing practices including usage of Council owned facilities, the participation of people of different genders, ages, abilities and cultures, leadership representation, and adding gender-based reporting into booking systems.
- Exploring opportunities to leverage and incentivise early uptake of actions that lead to progress towards gender and intersectional equitable outcomes in sport and recreation usage and access.
- Commitment to undertaking Gender Impact Assessment reviews on relevant policy, processes, and strategies, ensuring alignment with Fair Access principles.
- Ensuring that the Recreation Infrastructure Plan includes principles and actions which makes sure that all new and upgraded sport and recreation infrastructure supports inclusion.
- Partnering with other organisations, including Women's Health Grampians through the CoRE Alliance, to support sports and recreation associations and leagues to embed Fair Access Policy principles within their operations, promote gender equality, create safe and welcoming environments for all, and deliver more training, resources and participation opportunities for women, girls and gender diverse people.
- Highlighting good practice examples and impacts within the community and encouraging more equitable representation and celebration of achievements of women, girls and gender diverse people in communications and media.
- Advocating for state and local associations to review uniform policies with a view to making them more inclusive.
- Reviewing City of Ballarat grant guidelines and internal processes to identify any additional opportunities to support clubs and groups who are supporting Fair Access principles.

#### 4.0 Roles and Responsibilities

The successful implementation of the Fair Access Policy will rely upon engagement and collaboration from key stakeholder groups and sound internal processes to achieve identified objectives. These include strong policy governance, managing risk, engaging stakeholders, implementation planning, staff resourcing and monitoring, review and evaluation of the policy. Key roles and responsibilities have been outlined below.

Role	Responsibility
<b>Councillor and Executive Leadership Team</b>	<ul style="list-style-type: none"> <li>• Promote a gender and intersectional aware and responsive culture and community and champion the policy.</li> <li>• Promote, encourage and facilitate the achievement of gender and intersectional equality and improvement in the status of women, girls and gender diverse people in sport and active recreation.</li> </ul>
<b>Recreation Services Unit</b>	<ul style="list-style-type: none"> <li>• Lead the review of sport and recreation policies and processes.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Develop and adopt gender and intersectional equitable access and use policies.</li> <li>• Communicate policy updates to all staff and members.</li> <li>• Monitor compliance and issues.</li> <li>• Promote, encourage and facilitate the achievement of gender and intersectional equality and improvement in the status of gender equitable access.</li> <li>• Undertake Gender Impact Assessments and submission of progress reports as per the <i>Gender Equality Act 2020</i> obligations.</li> <li>• Communicate with and educate sport and recreation infrastructure user groups and users.</li> <li>• Lead the monitoring and review of the policy with a focus on continuous improvement</li> </ul>
<b>Other Council Officers</b>	<ul style="list-style-type: none"> <li>• Support the delivery of actions which support the policy principles and provide advice and recommendations for implementation as required.</li> <li>• Support the review of sport and recreation policies and processes.</li> <li>• Support the formal adoption process of new or revised gender and intersectional equitable policies.</li> <li>• Support Gender Impact Assessment and submission of progress reports as per the <i>Gender Equality Act 2020</i> obligations.</li> <li>• Adhere to and communicate the policy when required.</li> <li>• Attend training / awareness programs as required.</li> </ul>
<b>Regional Sports Assembly/State Sporting Associations/Women's Health Services</b>	<ul style="list-style-type: none"> <li>• Communicate with and educate sport and recreation infrastructure user groups and users.</li> </ul>
<b>Sports Associations and Leagues, Community Sports Infrastructure Clubs and User groups</b>	<ul style="list-style-type: none"> <li>• Support the implementation of the policy throughout its governance and operational procedures.</li> <li>• Share knowledge, values and expertise with other groups and interested parties.</li> </ul>
<b>Committees of Management</b>	<ul style="list-style-type: none"> <li>• Demonstrate support of the policy for community sport facilities on Crown Land.</li> </ul>

## 5.0 Supporting documents and references

### 5.1 Legislation

- *Local Government Act 2020*
- *Public Health and Wellbeing Act 2008*
- *Gender Equality Act 2020*

### 5.2 Associated Documents

- Active Ballarat Strategy
- Active Women and Girls Strategy 2018
- City of Ballarat Health and Wellbeing Plan 2021-2031
- Inclusive Ballarat Framework 2022-2026

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- Disability Access and Inclusion Plan 2022-2026
- Intercultural Plan 2022-2026
- Leasing and Licencing Policy
- Open Space Strategy
- Community Infrastructure Planning Policy
- LGBTIQA+ Inclusion Plan 2022-2026
- Innovate Reconciliation Action Plan 2019-21
- Ageing Well in Ballarat Strategy 2022-2026
- Ballarat Aquatic Strategy 2014
- Partnerships and Grants Policy
- Communities of Respect and Equality (CoRE) 2021-2025 Strategy
- Taking action to end violence against women: A guide for member of the CoRE Alliance
- City of Ballarat Prevention of Violence and Gender Equity Leadership Statement
- City of Ballarat Gender Equality Action Plan 2021-2025

### 5.3 Definitions

Council	The Councillors who are democratically elected to represent the Ballarat municipality in accordance with the <i>Local Government Act 2020</i> .
City of Ballarat	The body corporate constituted in accordance with the <i>Local Government Act 2020</i>
Committees of Management	Refers to committees appointed by the Department of Land, Water, Environment and Planning under the <i>Crown Land (Reserves) Act 1978</i> to manage recreation reserves where community sport training and games are held.
Community Sports Infrastructure	Publicly owned local, rural, regional, or state level sport and recreation infrastructure operated and maintained primarily for the purpose of facilitating community sport activities, including sporting grounds, surfaces, facilities, and pavilions.
Community	A group of people, the members of which reside in the same geographical area or have a shared background, interest, affiliation, or membership.
Gender and intersectional equality	Equal outcomes are attained for people of all genders, including for people of other identities that might otherwise be at risk of experiencing disadvantage or discrimination.
Gender Diverse	An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic and evolves over time. While 'non binary' and 'transgender' are often the most frequently used, there are a wide number of other genders that fit into the gender diverse label.
Gender Equality	The equal rights, responsibilities and opportunities of women, men and gender-diverse people. Equality does not mean that women, men and gender diverse people will become the same but that their rights, responsibilities, and opportunities will not depend on their gender.

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Gender Equity	The provision of fairness and justice in the distribution of benefits and responsibilities based on gender. The concept recognises that people may have different needs and power related to their gender and these differences should be identified and addressed in a manner that rectifies gender related imbalances.
Gender Impact Assessment, or GIA	A requirement under the <i>Gender Equality Act 2020</i> for an assessment to be carried out on policies, programs and services that have a direct and significant impact on the public. The assessment must evaluate the effects that a policy, program or service may have on people of different genders.
Intersections/ Intersectionality	When aspects or attributes of a person's identity can expose them to overlapping forms of discrimination and marginalisation.
Intersectional gender inequality	Unequal outcomes are experienced as a result of the combination of gender and one or more other forms of identity e.g. based on gender and Aboriginality, age, disability, ethnicity, race, religion, sexual orientation or other attributes.
Place based approach	Collaborative, long-term approaches to build thriving communities delivered in a defined geographic location.
Public land management groups	For the purposes of this document, are the Committees of Management appointed under the Crown Land (Reserves) Act 1978 and responsible for the management of recreation reserves where community sport training and games are held.
Transgender	Someone whose gender does not align with the one assigned to them at birth. However, it is important to note that not all gender diverse people use this term to describe themselves.

## 6.0 Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

## 7.0 Policy owner

Executive Manager Recreation Services

## 8.0 Authorisation

Adopted by Ballarat City Council on XX.

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## 8.12. AIRPORT RUNWAY - ROAD DISCONTINUANCE OF AIRPORT ROAD

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Phillip Barnett – Project Manager

### PURPOSE

1. The purpose of this report is to seek Council approval to commence the statutory process in accordance with clause 3 of schedule 10 of the *Local Government Act 1989* to discontinue a portion of Airport Road.

### BACKGROUND

2. The Ballarat Airport Runway Project is jointly funded by the City of Ballarat and the Federal Government to extend Runway 18/36 from 1,245m to 1,800m in length.
3. The final works to achieve completion and certification to make Runway 18/36 operable are currently dependent on the removal of a portion of Airport Road and the final surfacing works for the impacted section of the runway.
4. To progress the removal of a portion of Airport Road, Council approval is required to exercise the powers conferred by clause 3 of schedule 10 of the *Local Government Act 1989* to discontinue a portion of the road as shown below (shown in black on the image below).

*Airport Road removal*



## KEY MATTERS

5. The removal of the portion of Airport Road is also dependent on the completion of the new Liberator Drive airport entrance road and timing the works to minimise disruption for airport users, whilst also achieving the milestone timeframes with the Federal Government for the runway works.
6. The sequencing of works between the completion of Liberator Drive and then the removal of Airport Road would be managed by the City of Ballarat in consultation with the State Government.
7. The removal of the indicated section of Airport Road will be funded through the existing Ballarat Airport Runway project budget. The discontinued portion of the road reserve will remain under the City of Ballarat's ownership for the purpose of runway operations.
8. Council would need to have regard to any submissions and community feedback received in respect to the matter.

## OFFICER RECOMMENDATION

### 9. That Council:

- 9.1 **Support the discontinuance of a portion of Airport Road (identified in black on the plan in this report).**
- 9.2 **Authorise the Chief Executive Officer to commence the appropriate statutory process conferred by clause 3 of schedule 10 of the *Local Government Act 1989* to discontinue the identified portion of Airport Road.**

## ATTACHMENTS

1. Governance Review [8.12.1 - 2 pages]



## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This report aligns with the Ballarat Airport Master Plan 2013-2033.

**COMMUNITY IMPACT**

2. The proposed discontinuance of Airport Road is to be offset by the construction of an extension of Liberator Drive that will provide a new entry road to the airport. All parties affected by the proposed road discontinuance will have an opportunity to make submission to DEECA.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. The discontinuance of Airport Road does not present any climate emergency or environmental sustainability implications.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. The discontinuance of Airport Road does not present any economic sustainability implications.

**FINANCIAL IMPLICATIONS**

5. The discontinuance of airport roads and removal will be funded through the Ballarat Airport Runway Extension project.

**LEGAL AND RISK CONSIDERATIONS**

6. There are no identified legal and risk consideration necessary when considering the discontinuance of Airport Road.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. A community engagement process will be undertaken to satisfy the statutory requirements of section 223 of the *Local Government Act 1989*.

**GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report.

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**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

10. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

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OFFICIAL

## 8.13. VINTAGE AND CLASSIC CAR CLUB ROAD DISCONTINUANCE PROPOSAL

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Nick Venville – Property Coordinator

### PURPOSE

1. The purpose of this briefing is for Council to consider the road discontinuance proposal by the Vintage and Classic Car Club for the government road depicted below in yellow (portion of Gladstone Street, Golden Point).



### BACKGROUND

2. The Vintage and Classic Car Club are self-funding the development of new clubroom facilities supported by Council. They wish to utilise a small portion of the government road for their new building.
3. The government road is Crown land maintained by City of Ballarat.
4. The Vintage and Classic Car Club are proposing that the government road be formally discontinued, and the Crown land be reserved for community use consistent with the adjoining Yarrowee River Reserve which is managed by City of Ballarat.

### KEY MATTERS

5. The formal closure of the road will activate the space and increase the leased footprint of the Vintage and Classic Car Club.
6. Internal referrals, including to City of Ballarat's infrastructure group, support the partial road discontinuance. The Department of Energy, Environment and Climate Action have also been consulted and provided support.
7. Any proposed road discontinuance would require community consultation. Council would need to have regard to any submissions and community feedback received in respect of the matter.

## OFFICER RECOMMENDATION

### 8. That Council:

- 8.1 Commence the statutory process conferred by clause 3 of schedule 10 of the *Local Government Act 1989* to discontinue a portion of unused government road identified in yellow on the plan in this report.

## ATTACHMENTS

1. Governance Review [8.13.1 - 2 pages]
2. Letter City of Ballarat 14 February 2024 - Road Discontinuance [8.13.2 - 1 page]

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**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Report supports the Council Plan 2021-2025 goal of providing leadership and advocacy for its community.

**COMMUNITY IMPACT**

2. Any road discontinuance would increase community activation of the space and permit more lettable area for community utilisation.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. There are no climate emergency and environmental sustainability implications identified for the subject of this report.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. There are no economic sustainability implications identified for the subject of this report.

**FINANCIAL IMPLICATIONS**

5. There are no financial implications identified for the subject of this report.

**LEGAL AND RISK CONSIDERATIONS**

6. Council will follow the statutory process in accordance with legislation to mitigate any legal risks.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. Council will follow community consultation procedures in accordance with section 223 of the *Local Government Act 1989*.

**GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report.

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**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

10. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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# VINTAGE & CLASSIC CAR CLUB BALLARAT INC.

A0026598U

Postal Address: P.O. 1010, Bakery Hill, Victoria, 3354 • www.vccc.org.au

14 February 2024

City of Ballarat

Attention: [REDACTED]

By email: [REDACTED]

### Road Discontinuance – Gladstone Street

I refer to our meeting held Tuesday 12 February in relation to the redevelopment of our Clubrooms.

As you are aware, we currently occupy a site at 620 Humffray Street South, on the corner of Gladstone Street, and have been fortunate to have first leased this from Council in 1981.

For the last 40+ years, we have also been able to utilise the section of Gladstone Street between Humffray Street and the Yarrowee Creek as a car park, complementing access to our Clubrooms.

In this time, this section has always been available for use to the Public, mainly as a thoroughfare for access to the footbridge. We do not intend to change the nature of the use.

As part of our redevelopment, we are investing heavily in our future and are therefore wanting to secure the area adjacent to our current site.

We therefore formally request that this section of Gladstone be discontinued as a gazetted road.

We further request that as soon as the City of Ballarat has control of this land, that it be made available to the Vintage & Classic Car Club by way of lease/licence agreement, in conjunction with our existing site.

And as previously discussed, as our Club is embarking on a significant investment in the redevelopment, that Council arranges the longest lease possible (which we understand to be 21 years) be drawn up as soon as practicable to provide confidence for us to continue.

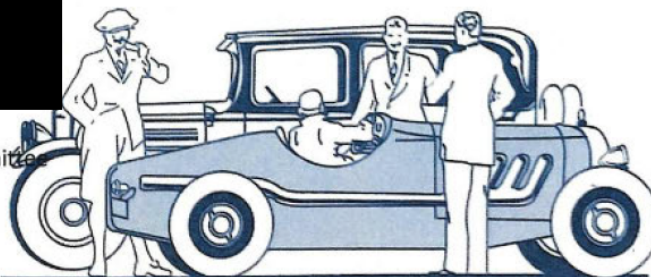
We expect this would be available for signing prior to works commencing.

Thank you for your consideration, we look forward to this progressing.

Yours sincerely,

[REDACTED]

Vice President VCCC  
Clubrooms Subcommittee



Member Club of Federation of Veteran, Vintage & Classic Car Clubs and Association of Motoring Clubs

## 8.14. BROWN HILL COMMUNITY ASSET COMMITTEE MEMBERS

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Natalie Grero – Community Development Officer

### PURPOSE

1. This report seeks Council support to ratify the revised membership of the Brown Hill Hall Community Asset Committee.
2. The elected membership of Brown Hill Hall Community Asset Committee has altered since previously being endorsed.

### BACKGROUND

3. Community Asset Committees are formed in accordance with section 65 of the *Local Government Act 2020* (the Act) and act under delegation in accordance with section 47 of the Act. The Act requires Council to formally ratify any revision to Committee membership.
4. The following Community Asset Committees are currently established for the purpose of managing a community asset in the municipal district:
  - Ascot Mutual Improvement Association Hall – Community Asset Committee
  - Brown Hill Hall – Community Asset Committee
  - Buninyong Town Hall – Community Asset Committee
  - Burrumbeet Soldiers Memorial Hall – Community Asset Committee
  - Cardigan Village Community Centre – Community Asset Committee
  - Invermay Recreation Reserve – Community Asset Committee
  - Miners Rest Mechanics Institute Community Hall – Community Asset Committee
  - Scotsburn Community Hall – Community Asset Committee
  - Sebastopol RSL Hall – Community Asset Committee
  - Warrenheip Memorial Hall – Community Asset Committee

### KEY MATTERS

5. The membership of the Brown Hill Hall Community Asset Committee has changed with the election of John Morris and David Eden.
6. The revised membership of this committee is now as follows:
  - Dianne Eden
  - Merrilyn Harlock
  - Reg Eden
  - Kevin Norman
  - Karen Norman
  - Miles Hingston
  - John Morris
  - David Eden



## OFFICER RECOMMENDATION

### 7. That Council:

#### 7.1 Endorse the revised membership of the Brown Hill Hall Community Asset Committee with the addition of John Morris and David Eden:

- Dianne Eden
- Merrilyn Harlock
- Reg Eden
- Kevin Norman
- Karen Norman
- Miles Hingston
- John Morris
- David Eden

## ATTACHMENTS

1. Governance Review [8.14.1 - 2 pages]

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#### **ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This report is a statutory requirement of the *Local Government Act 2020*.

#### **COMMUNITY IMPACT**

2. It is considered that the report does not have any community impact implications.

#### **CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. It is considered that the report does not have any climate emergency or environmental implications.

#### **ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. It is considered that the report does not have any economic sustainability implications.

#### **FINANCIAL IMPLICATIONS**

5. It is considered that the report does not have any financial implications.

#### **LEGAL AND RISK CONSIDERATIONS**

6. This report is a statutory requirement of *Local Government Act 2020*. The report complies with the Act.

#### **HUMAN RIGHTS CONSIDERATIONS**

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

#### **COMMUNITY CONSULTATION AND ENGAGEMENT**

8. No community consultation and engagement has taken place as part of this report

#### **GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report.

#### **CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

10. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

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**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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## 8.15. CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES

**Division:** Corporate Services  
**Director:** John Hausler  
**Author/Position:** Lorraine Sendall – Executive Assistant Director Corporate Services

### PURPOSE

1. The purpose of this report is to provide Council with minutes of Council's Contracts Approval Delegated Committee in accordance with the adopted Terms of Reference. This report provides minutes of the meetings held on 27 March 2024, 24 April 2024 and 8 May 2024 and provides a summary of information in relation to these minutes.

### BACKGROUND

2. To ensure good governance and transparent decision making, minutes of meetings of Delegated Committees are presented to Council and kept in accordance with the adopted Terms of Reference and the Governance Rules. Minutes of the Contracts Approval Delegated Committee (the Committee) meetings held on 27 March 2024, 24 April 2024 and 8 May 2024 are attached to this report.
3. The Committee has been established to more effectively facilitate Council's capital works program. To that end, the Committee meets fortnightly, as required, in order to provide Council officers with necessary decisions of Council to enable procurement processes to be completed.

### KEY MATTERS

Contract	Award to	Value	Outcome	Local Content
2023/24-419	CIQ Construction Management Pty Ltd	\$1,213,863.00 (excluding GST)	Lucas Community Hub Extension Project	Yes
2020/21-10	McCallum Disability Services Inc.	Extension	Bin Deliveries and Repairs	Yes
2023/24-371	S F Pearce and Co Pty Ltd	\$552,718.83 (excluding GST)	Unsealed Rural Road Resheet and Drainage: Aubrey's Road, Magpie Nijams Road, Magpie Slaughterhouse Road – Durham Lead Ryans Rd – Learmonth Cummins Road – Miners Rest Cricks Rd - Blowhard	Yes

2023/24-141	Blue Sky Services (VIC) Pty Ltd	Amendment to Contract term	Family, Youth and Children's Services Cleaning	No
2023/24-403	Streebson Pty Ltd Pty Ltd	\$628,043.28 (excluding GST)	Construction of Roundabout – Urquhart and Ripon Street South, Ballarat	Yes
2022/23-695	Notification of variation to previously awarded contract		Prince of Wales Park Hockey	
2023/24-188	Vendor Panel Pty Ltd	\$520,000.00	Procurement and Contract Management Systems (PCMS)	No
Report clarifying how deed extensions are executed				

## OFFICER RECOMMENDATION

### 4. That Council:

- 4.1 Note, in accordance with section 66 of the *Local Government Act 2020*, that the material contained in the Contracts Approval Delegated Committee agendas has been designated confidential.**
- 4.2 Receive the Contracts Approval Delegated Committee minutes of the meetings held on 27 March 2024, 24 April 2024 and 8 May 2024.**

## ATTACHMENTS

- Confirmed Contracts - Minutes of meeting held Wednesday 27 March 2024 [8.15.1 - 9 pages]
- Confirmed Contracts - Minutes of meeting held Wednesday 24 April 2024 [8.15.2 - 5 pages]
- Confirmed Contracts - Minutes of meeting held Wednesday 8 May 2024 [8.15.3 - 7 pages]



***CONTRACTS APPROVAL  
DELEGATED COMMITTEE***

***MINUTES***

***27 March 2024***

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED  
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING  
ON WEDNESDAY 27 MARCH 2024 AT 1:00PM**

**Evan King  
(Chief Executive Officer)**

**MINUTES**

**ORDER OF BUSINESS:**

**PRESENT**

Cr Ben Taylor (Chair)  
Cr Peter Eddy

**IN ATTENDANCE**

Mr John Hausler (Director Corporate Services)  
Mr Matthew Wilson (Director City Wellbeing)  
Ms Bridget Wetherall (Director Infrastructure Infrastructure and Environment)  
Mr Michael Riseley (Executive Manager Business Services)  
Mr Paul Humphrey (Operations Contracts Co-ordinator)  
Mr Les Stokes (Executive Manager Waste and Environment)  
Ms Rebecca Love (Project Manager)  
Mr David Caligari (Contracts Co-ordinator)  
Ms Judi Bird (Procurement Co-ordinator)  
Ms Lorraine Sendall (Minutes)

**APOLOGIES**

Cr Mark Harris

**RESOLUTION:**

**That the apology from Cr Mark Harris be received.**

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**ACKNOWLEDGEMENT TO COUNTRY**

Acknowledgement to Country was read by the Chair.

**DECLARATIONS OF INTEREST**

No conflicts of interest were recorded.

**CONFIRMATION OF MINUTES**

**RESOLUTION:**

**That the minutes of the Contracts Committee meeting held on 28 February 2024 as circulated, be confirmed subject to noting that there was an error in the report whereby incorrect information was put forward in a Tender 2023/24-141 which resulted in an error in the minutes. This item will be considered later in the meeting in Item 6.4.**

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

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Contracts Special Committee Minutes

27 March, 2024

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**SECTION 66 MATTERS**

**RESOLUTION:**

**That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -**

Moved Cr Ben Taylor  
Seconded Cr Peter Eddy

**CARRIED**



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**6.1 TENDER 2023/24-419 LUCAS COMMUNITY HUB EXTENSION PROJECT**  
(RO – Matthew Wilson / Sreejana Tiwari)**SUMMARY**

1. This report seeks to award a contract for the construction of the Lucas Community Hub Extension Project.

**BACKGROUND**

2. From 2022, Victoria's three year old kindergarten program has become a funded program of five hours per week, increasing to 15 hours per week by 2029. From 2029, four year old funded kindergarten will increase from 15 hours to 30 hours per week. Additionally, children eligible for Early Start Kindergarten will be eligible for 30 hours of four year old kindergarten from 2026. Kindergarten became free for both three and four year olds in 2023.
3. The expansion of the Lucas Community Hub facility will ensure the City of Ballarat continues to provide high quality accessible facilities for children and families in the Lucas community. The City of Ballarat is continuing its investment in community infrastructure that will expand kindergarten programs to ensure that all children living in Ballarat are school ready and can access early learning close to home.

**KEY MATTERS**

4. The scope of this project will deliver an additional 33 place kindergarten room at the Lucas Community Hub with associated outdoor spaces, staff areas, additional staff planning room and amenities.
5. Five tender submissions were received, all of which were conforming tenders and were evaluated in full.
6. This project is jointly funded by the Victorian Government Building Blocks Capacity Grants program and the City of Ballarat.

**RESOLUTION**

7. That the Contracts Approval Delegated Committee:

**7.1 Resolve to enter into Contract Number 2023/24-419 for the construction of Lucas Community Hub Extension Project with CIQ Construction Management Pty Ltd for the total tendered price of \$1,213,863.00 (excluding GST).**

- 7.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract Number 2023/24-419 with CIQ Construction Management Pty Ltd provided that those contract terms are consistent with this Resolution; and
- b. execute Contract Number 2023/24-419 on behalf of Council.

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**6.2 CONTRACT 2020/21-10  
DELIVERY AND REPAIR OF MOBILE GARBAGE BINS CONTRACT EXTENSION  
(RO – Bridget Wetherall / Les Stokes)**

**SUMMARY**

1. This report seeks to execute the deed of extension for the provision of Bin Deliveries and Repairs under a schedule of rates contract with McCallum Disability Services Inc (formerly Ballarat Regional Industries). The initial contract term, approved by Council's Contracts Approval Delegated Committee was for three years with the provision of a one year extension at the sole discretion of Council.

**BACKGROUND**

2. At the Contracts Approval Delegated Committee Meeting on 10 March 2021, the Committee resolved to enter Contract 2020/21-10 for the provision of Bin Deliveries and Repairs under a schedule of rates contract with Ballarat Regional Industries. This contract commenced on 1 April 2021.
3. The initial contract term will expire on 31 March 2024 and officers recommend Contracts Approval Delegated Committee resolve to execute the first and final contract extension.
4. Council has committed to introducing a Food Organics and Garden Organics (FOGO) service in May 2025. This will involve the delivery of approximately 10,000 bins to households that don't currently have a garden organics service. Extending the contract will allow time for the next procurement process to be developed that considers both the initial rollout of new FOGO bins and the ongoing bin delivery and repair service beyond the end of the life of this contract.

**KEY MATTERS**

5. This contract is for the delivery, repair and storage of the mobile bin supplies for the provision of new bins to support Council's kerbside collection service.
6. If the one year extension option was executed, the anticipated total spend over the four years of the contract would be \$600,000 (ex GST).
7. Officers note that Ballarat Regional Industries have undertaken a change to their company name to McCallum Disability Services Inc which is reflected in the below recommended resolution.

**RESOLUTION**

**8. That the Contracts Approval Delegated Committee:**

**8.1 Resolve to execute the deed of extension for one (1) year allowed for within contract 2020/21-10 for the provision of Bin Deliveries and Repairs with McCallum Disability Services Inc.**

**8.2 Authorises the Chief Executive Officer to execute the associated deed of extensions for one (1) year for contract 2020/21-10 on behalf of Council.**

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**6.3 CONTRACT 2023/24-371 UNSEALED RURAL ROAD RESHEET AND DRAINAGE**  
(RO – Bridget Wetherall / Paul Humphrey)**SUMMARY**

1. The purpose of this report is to award a contract for the provision of Unsealed Rural Road Resheet and Drainage at six locations within the municipality.

**BACKGROUND**

2. Tenders were invited to deliver the 2023/24 rural road resheet and drainage program. The following six locations were included in the scope of works:-
  - Aubrey's Road – Magpie
  - Nijams Road – Magpie
  - Slaughterhouse Road – Durham Lead
  - Ryans Road – Learmonth
  - Cummins Road – Miners Rest
  - Cricks Road – Blowhard
3. The project allows contractors to provide unsealed road renewal services encompassing various drainage repairs and upgrades.

**KEY MATTERS**

4. The invitation period closed on 13 February 2024 with nine tenderers submitting responses and all responses were evaluated in full.

**RESOLUTION****5. That the Contracts Approval Delegated Committee:-**

- 5.1 Resolves to enter into Contract Number 2023/24-371 for the provision of Unsealed Rural Road Resheet and Drainage with S F Pearce and Co Pty Ltd for the total tendered price of \$552,718.83 (excluding GST). The contract term is for three (3) years.
- 5.2 Authorises the Chief Executive Officer to:
  - a. finalise the terms of Contract Number 2023/24-371 with S F Pearce and Co Pty Ltd, provided that those contract terms are consistent with this resolution;
  - b. Execute Contract Number 2023/24-371 on behalf of Council.

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**6.4 TENDER 2023/24-141 FAMILY, YOUTH AND CHILDRENS SERVICES  
CLEANING CONTRACT TERM  
(RO – John Hausler / Michael Riseley)**

**SUMMARY**

1. The purpose of this report is to note the resolution for Contract 2023/24-141 for the provision of Family, Youth and Childrens Services cleaning adopted at the 28 February 2024 Contracts Committee meeting due to an error in both the evaluation report and original resolution relating to the term of the contract.

**BACKGROUND**

2. At the Contracts Approval Delegated Committee Meeting on 28 February 2024, the Committee resolved to enter Contract 2023/24-141 for a three year terms (with the option of one by two year extension) for the tendered schedule of rates.
3. The contract term listed within the resolution was a three year term with the option of one by two year extension, however the tender documents provided for a one year term with the option of two by two year extensions.

**RESOLUTION**

4. **That the Contracts Approval Delegated Committee**
  - 4.1 **Notes the resolution for Contract number 2023/24-141 for the provision of Family, Youth and Childrens Services Cleaning adopted at the 28 February 2024 Contracts Committee meeting.**
  - 4.2 **Notes that there was an error in both the evaluation report and the original Resolution which incorrectly listed a three (3) year contract term with the option of one (1) by two (2) year extension when it should have referred to the contract containing 'a one (1) year term with the option of two (2) by two (2) year extensions.'**
  - 4.3 **Approves entry into Contract Number 2023/24-141 for the provision of Family, Youth and Childrens Services cleaning to Blue Sky Services (VIC) Pty Ltd for a one (1) year term (with the option of two (2) by two (2) year extension) for the tendered schedule of rates.**
  - 4.4 **Authorises the Chief Executive Officer to:**
    - a. **finalise the terms of Contract Number 2023/24-141 with Blue Sky Services (VIC) Pty Ltd, provided that those contract terms are consistent with this Resolution; and**
    - b. **execute Contract Number 2023/24-141 on behalf of Council.**
  - 4.5 **Note that the estimated contract spend is \$1,034,920.99 (excluding GST) over five years which assumes annual CPI indexation at 2.5%.**

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**SECTION 66 MATTERS**

**RESOLUTION:**

**That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.**

Moved Cr Ben Taylor  
Seconded Cr Peter Eddy

**CARRIED**

**General Business**

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1:09pm

**Confirmed this 24th day of April, 2024**

*Cr Ben Taylor*  
**Cr Ben Taylor**  
**Chairperson**



***CONTRACTS APPROVAL  
DELEGATED COMMITTEE***

***MINUTES***

***24 April 2024***

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED  
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING  
ON WEDNESDAY 24 APRIL 2024 AT 1:00PM**

**Evan King  
(Chief Executive Officer)**

**MINUTES**

**ORDER OF BUSINESS:**

**PRESENT**

Cr Ben Taylor (Chair)  
Cr Peter Eddy  
Cr Mark Harris

**IN ATTENDANCE**

Mr Evan King (Chief Executive Officer)  
Mr John Hausler (Director Corporate Services)  
Ms Bridget Wetherall (Director Infrastructure Infrastructure and Environment)  
Mr Michael Riseley (Executive Manager Business Services)  
Mr Robin Hand (Co-ordinator Infrastructure Delivery)  
Mr David Caligari (Contracts Co-ordinator)  
Ms Judi Bird (Procurement Co-ordinator)  
Ms Lorraine Sendall (Minutes)

**APOLOGIES**

Nil

**ACKNOWLEDGEMENT TO COUNTRY**

Acknowledgement to Country was read by the Chair.

**DECLARATIONS OF INTEREST**

No conflicts of interest were recorded.

**CONFIRMATION OF MINUTES**

**RESOLUTION:**

**That the minutes of the Contracts Committee meeting held on 27 March 2024 as circulated, be confirmed.**

Moved Cr Peter Eddy  
Seconded Cr Mark Harris

**CARRIED**

**SECTION 66 MATTERS**

**RESOLUTION:**

**That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -**

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**



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<b>6.2 UPDATE ON TENDER STATUS</b> (RO JOHN HAUSLER / MICHAEL RISELEY)	<b>5</b>

**6.1 TENDER 2023/24-403 URQUHART AND RIPON STREET SOUTH  
ROUNDAABOUT CONSTRUCTION**  
(RO – Bridget Wetherall / Matthew Clark)

**SUMMARY**

1. This report seeks to award a contract for the construction of a Roundabout and associated works on the corner of Urquhart and Ripon Street South, Ballarat.

**BACKGROUND**

2. This project will see the construction of a roundabout at Urquhart Street and Ripon Street South.
3. The project involves several components of work which were identified during the design stage including the following:
  - Earthworks
  - Drainage Construction
  - Kerb and Channel construction
  - Road pavement construction
  - Asphalt road resurfacing
  - Line marking
  - Signage
  - Ancillary Works

**KEY MATTERS**

4. Nine tender responses were received and evaluated in full.

**RESOLUTION**

**5. That the Contracts Approval Delegated Committee:**

**5.1 Resolve to enter into Contract Number 2023/24-403 with Streebson Pty Ltd for the total tendered price of \$628,043.28 (excluding GST).**

**5.2 Authorises the Chief Executive Officer to:**

- a. finalise the terms of Contract Number 2023/24-403 with Streebson Pty Ltd provided that those contract terms are consistent with this Resolution; and
- b. execute Contract Number 2023/24-403 on behalf of Council.

**Moved Cr Peter Eddy  
Seconded Cr Mark Harris**

**CARRIED**

**6.2 UPDATE ON TENDER STATUS**  
(RO – John Hausler / Michael Riseley)

**SUMMARY**

- 1. This report is provided for the information of the Contracts Committee.

**BACKGROUND**

- 2. The report outlines the status of tenders – planning, advertising, evaluating or reports being prepared for final approval.
- 3. The report is provided once a month, to increase transparency regarding the status and progress of tenders.

**KEY MATTERS**

- 4. The updated report gives a snapshot of the tender status at a set date.
- 5. The report lists the estimated budget at the time of the Request for Tender. This value will not necessarily be the final amount submitted for approval.
- 6. The level of approval indicated on the report is based on the budget estimate and may change dependent on the final prices submitted.

**RESOLUTION**

- 7. That the Contracts Approval Delegated Committee**  
**7.1 Receive and note the tender forecast report**

Moved Cr Peter Eddy  
Seconded Cr Mark Harris

**CARRIED**

**SECTION 66 MATTERS**

**RESOLUTION:**

**That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.**

Moved Cr Ben Taylor  
Seconded Cr Peter Eddy

**CARRIED**

**General Business**

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1:03pm

**Confirmed this 8th day of May, 2024**

*Cr Ben Taylor*  
**Cr Ben Taylor**  
**Chairperson**



***CONTRACTS APPROVAL  
DELEGATED COMMITTEE***

***MINUTES***

***8 May 2024***

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED  
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING  
ON WEDNESDAY 8 MAY 2024 AT 1:00PM**

**Evan King  
(Chief Executive Officer)**

**MINUTES**

**ORDER OF BUSINESS:**

PRESENT

Cr Ben Taylor (Chair)  
Cr Peter Eddy

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)  
Mr John Hausler (Director Corporate Services)  
Mr Matthew Wilson (Director Community Wellbeing)  
Mr Michael Riseley (Executive Manager Business Services)  
Mr Braith Norman (Executive Manager Major Projects)  
Mr David Caligari (Contracts Co-ordinator)  
Ms Judi Bird (Procurement Co-ordinator)  
Ms Lorraine Sendall (Minutes)

APOLOGIES

Cr Mark Harris

**RESOLUTION:**

**That the apology from Cr Mark Harris be received.**

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**ACKNOWLEDGEMENT TO COUNTRY**

Acknowledgement to Country was read by the Chair.

**DECLARATIONS OF INTEREST**

No conflicts of interest were recorded.

**CONFIRMATION OF MINUTES**

**RESOLUTION:**

**That the minutes of the Contracts Committee meeting held on 24 April 2024 as circulated, be confirmed.**

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**SECTION 66 MATTERS**

**RESOLUTION:**

**That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -**

Moved Cr Ben Taylor  
Seconded Cr Peter Eddy

**CARRIED**

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<b>6.3 PROPOSED CHANGE ON HOW DEED EXTENSIONS ARE EXECUTED</b> (RO JOHN HAUSLER / MICHAEL RISELEY)	<b>6</b>

**6.1 TENDER 2022/23-695 PRINCE OF WALES PARK HOCKEY - VARIATION**  
(RO – Matthew Wilson / Tim Goddard)**SUMMARY**

1. This report, in accordance with Council's Procurement Policy advises the Contracts Approval Delegated Committee of contract variations greater than 20% relating to contract number 2022/23-695 Prince of Wales Park Hocking Pitch Renewal.

**BACKGROUND**

2. At the Contracts Approval Delegated Committee meeting on 6 December 2023, the Committee awarded Contract 2022/23-695 Prince of Wales Park Hockey for the renewal of the Prince of Wales hockey pitch to Tuff Group for the total tendered price of \$907,862.00 (excluding GST). Works proceeded in early 2024 with the removal of the old surface, shock pad and gravel/sand.
3. During the demolition phase, it became apparent that there were significant works required to remedy latent conditions on site, some of which were considered as part of the planning phase as provisional sums, however not to the extent identified post demolition activities.

**KEY MATTERS**

4. The budget allocated to this project is \$1,300,000.00 At present, with the contract price of \$907,862.00 (excluding GST), approved variations to date total \$1,133,790.39.
5. Additional budget has been sought within the Quarterly Performance Report for period ending 31 March 2024, which is scheduled to be presented to Council on 22 May 2024. As the expected spend in relation to this contract is \$2,041,653.39 (excluding GST) it will be noted within the same report that this contract is expected to exceed the delegated limit of the Contracts Committee.
6. In accordance with the Procurement Policy, it is a requirement to provide written advice of a variance to the initial approval if variations to a contract exceed 20% of the original contract award. As the cumulative variations for Contract 2022/23-695 have exceeded 20% of the awarded contract sum, this report has been prepared.

**RESOLUTION****7. That the Contracts Approval Delegated Committee:**

- 7.1 Notes this report outlining the contract variations exceeding 20% in line with Council's Procurement Policy.

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**6.2 CONTRACT 2023/24-188 PROCUREMENT AND CONTRACT MANAGEMENT SYSTEMS (PCMS)**  
(RO – John Hausler / Michael Riseley)

**SUMMARY**

1. This report recommends that Council award a contract for the provision of a Procurement and Contract Management System (PCMS).

**BACKGROUND**

2. Council's current procurement system EBMS is at end of life and no longer supported by the third party vendor.

**KEY MATTERS**

3. The tender was advertised from 11 January 2024 with the invitation period closing on 6 February 2024 with 4 tenderers submitting responses.
4. One tenderer was evaluated as non-conforming as they did not meet the technical requirements of the tender. Three tender submissions were evaluated in full.
5. The preferred supplier achieved the highest qualitative score and represents a strong value for money outcome. In particular, the evaluation panel noted the company's vast experience supporting local government, their specific experience transitioning from Council's current system to the proposed new system and the comprehensive and intuitive solution being provided.

**RESOLUTION**

**6. That the Contracts Approval Delegated Committee:**

- 6.1 Resolves to enter into Contract Number 2023/24-188 for the provision of a Procurement and Contract Management System (PCMS) with VendorPanel Pty Ltd for the tendered lump sum price of \$122,014.00 (excluding GST) plus the tendered Schedule of Rates for ongoing licence fees. The contract term is for three (3) years with the provision of one (1) x three (3) year extension.
- 6.2 Note that the estimated cost over the full six year period is \$520,000.00 (excluding GST) including escalation for CPI at 2.5% per annum.
- 6.3 Authorises the Chief Executive Officer to:
  - a. Finalise the terms of Contract Number 2023/24-188 with VendorPanel Pty Ltd provided that those contract terms are consistent with this resolution; and
  - b. Execute Contract Number 2023/24-188 on behalf of Council.

Moved Cr Ben Taylor  
Seconded Cr Peter Eddy

**CARRIED**



**6.3 PROPOSED CHANGE TO HOW DEED EXTENSIONS ARE EXECUTED**  
(RO – John Hausler / Michael Riseley)

**SUMMARY**

1. This report provides the Contracts Approval Delegated Committee with an update on changes related to how contract extensions are now proposed to be executed, following clarifying legal advice.

**BACKGROUND**

2. The manner in which Council resolutions have been worded historically (specifically that Contracts be extended 'at Council's sole discretion'), created ambiguity as to whether authority was provided to the CEO to execute the contract extension in all cases.
3. Given this uncertainty and to ensure that contract extensions have been contemplated by Contracts Approval Delegated Committee, rather than being executed under the CEO's delegated.
4. Updated advice received from Maddocks law firm provides clarity and assurance that the CEO has the delegated power to extend contracts that no further resolution of Council or the Committee is required for that purpose, provided that the extension is consistent with the terms of the Contract as initially approved.

**RESOLUTION**

5. That the Contracts Approval Delegated Committee:

- 5.1 Notes that the CEO will execute contract extensions, provided that:

- a. The contract extension does not vary from the terms of the original contract;  
or
- b. Council or a Delegated Committee do not explicitly resolve that the contract extension is to be brought back to the respective approving body for a decision.

Moved Cr Peter Eddy  
Seconded Cr Ben Taylor

**CARRIED**

**SECTION 66 MATTERS**

**RESOLUTION:**

**That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.**

Moved Cr Ben Taylor  
Seconded Cr Peter Eddy

**CARRIED**

**General Business**

Additional Delegated Contract Approval Committee meetings for 2024

The Committee was in agreeance to diary additional meetings as required to facilitate contracts being considered prior to Council Caretaker period beginning.

There being no further business, the Chairperson declared the meeting closed at 1:07pm

**Confirmed this 22<sup>nd</sup> day of May, 2024**

*Cr Ben Taylor*

**Cr Ben Taylor  
Chairperson**

## 8.16. CITY PARTNERSHIP DELEGATED COMMITTEE MINUTES

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Nicky Davidge – Coordinator Community Development

### PURPOSE

1. To present to Council the minutes from the City Partnerships Delegated Committee meeting held on 8 May 2024.

### BACKGROUND

2. In September 2023, Councillors received a briefing report on the continuous delivery of the Partnerships and Grants Program.
3. An expression of interest phase was introduced into the application process, providing an early indication of project types, alignment to Council Plan goals and budget requirements.
4. To ensure good governance and transparent decision-making, minutes from the Delegated Committee are presented to Council and kept in accordance with the adopted Terms of Reference and the Governance Rules.

### KEY MATTERS

5. At the meeting held on 8 May 2024, the City Partnerships Delegated Committee endorsed the following City Partnerships to be funded from the 2024-25 budget and supported the outlined single and multi-year financial commitments.

<b>Ballarat Permaculture Guild / The Hidden Orchard</b>	<b>\$107,593 over three years.</b> \$43,440 in year one (2024/25), \$42,140 in year two (2025/26) and \$22,013 in year three (2026/27)
<b>Committee for Ballarat</b>	<b>\$90,000 over three years.</b> \$30,000 in year one (2024/25), \$30,000 in year two (2025/26) and \$30,000 in year three (2026/27)
<b>Ballarat Renewable Energy and Zero Emissions Incorporated (BREAZE)</b>	<b>\$284,961.57 over three years.</b> \$96,304.17 in year one (2024/25), \$92,843.05 in year two (2025/26) and \$95,814.35 in year three (2026/27).
<b>Ballarat Cabaret Festival</b>	<b>\$130,850 over three years.</b> \$39,850 in year one (2024/25), \$42,000 in year two (2025/26) and \$49,000 in year three (2026/27)
<b>Bridge Mall Business Association</b>	<b>\$70,000 in year one (2024/25).</b>
<b>BGT Jobs &amp; Training</b>	<b>\$76,236 over three years.</b> \$25,412 in year one (2024/25), \$25,412 in year two (2025/26) and \$25,412 in year three (2026/27)

<b>Sports Central</b>	<b>\$40,000 in year one (2024/25).</b>
<b>Ballaarat Mechanics' Institute</b>	<b>\$45,000 in year one (2024/25).</b>
<b>Raven Collective</b>	<b>\$40,000 in year one (2024/2025).</b>
<b>Bowls Victoria</b>	<b>\$75,000 over three years.</b> \$25,000 in year one (2024/25), \$25,000 in year two (2025/26) and \$25,000 in year three (2026/27)
<b>Corporate Cycling Australia</b>	<b>\$105,000 over three years.</b> \$35,000 in year one (2024/25), \$35,000 in year two (2025/26) and \$35,000 in year three (2026/27)
<b>The Social Crew Event Agency</b>	<b>\$500,000 over three years.</b> \$0 in year one (2024/25), \$250,000 in year two (2025/26) and \$250,000 in year three (2026/27)
<b>Ballarat and District Aboriginal Cooperative</b>	<b>\$30,000 in year one.</b>
<b>Ballarat International Foto Biennale</b>	<b>\$600,000 over three years.</b> \$200,000 in year one (2024/25), \$200,000 in year two (2025/26) and \$200,000 in year three (2026/27)
<b>Badminton Victoria</b>	<b>\$50,000 over three years.</b> \$0 in year one (2024/25), \$30,000 in year two (2025/26) and \$20,000 in year three (2026/27)

## OFFICER RECOMMENDATION

### 6. That Council:

- 6.1 Note, in accordance with section 66 of the *Local Government Act 2020*, that the material contained in the City Partnerships Delegated Committee agenda has been designated confidential.
- 6.2 Receive the minutes from the City Partnerships Delegated Committee meetings held on 8 May 2024.

## ATTACHMENTS

1. Governance Review [8.16.1 - 2 pages]
2. 8 May 2024 City Partnerships Delegated Committee Meeting Minutes [8.16.2 - 6 pages]

## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The guidelines and assessment process for the City Partnerships Program has direct alignment to the current Council Plan. The City Partnerships guidelines specifically reference close alignment to the current Council Plan and request that all applicants demonstrate how they will assist Council implement one or more of the adopted goals of the Council Plan.

**COMMUNITY IMPACT**

2. Community impact remains an important assessment consideration across both the Community and Commercial streams of the City Partnerships Program.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. The guidelines and assessment process for the City Partnerships Program has direct alignment to the current Council Plan and relevant thematic Council strategies and plans.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. The intent of the City Partnerships Program is to stimulate further investment in the ballarat economy through matched funds, investment from local participants and visitors to the city.

**FINANCIAL IMPLICATIONS**

5. The decisions made at the City Partnerships Delegated Committee meeting commits Council to the following:
  - \$720,006.17 in 2024/25
  - \$772,396.05 in 2025/26
  - \$752,239.35 in 2026/27

**LEGAL AND RISK CONSIDERATIONS**

6. For multi-year applications, all organisations will be required to have an annual project milestone report formally acquitted and approved prior to receiving a second- or third-year payment.
7. The Partnerships and Grants Policy stipulates the requirement to produce an annual partnerships and grants report to Council at the conclusion of each financial year. The Annual Report will include findings and recommendations from audits and evaluations undertaken as part of a continuous improvement process.

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#### HUMAN RIGHTS CONSIDERATIONS

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

#### COMMUNITY CONSULTATION AND ENGAGEMENT

9. Council officers receive regular feedback on partnerships and grants processes from several sources including applicants, community organisations, industry groups and Councillors and this information will be considered in any potential future changes to the city Partnerships Program.

#### GENDER EQUALITY ACT 2020

10. In response to the *Gender Equality Act 2020*, it is expected that all applications for funding will demonstrate that they have considered how people of different genders may be impacted by their proposed program, activity or event. This includes demonstrating that they have made attempts, where relevant, to provide an equitable opportunity.

#### CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

11. Council officers were asked to declare any conflicts of interest at the start of the internal assessment process and at the start of each assessment meeting. Those with conflicts of interest did not assess those specific applications and they left the room during those assessment discussions.
12. Councillors were asked to declare any conflicts of interest at the start of the City Partnerships Delegated Committee Meeting. No conflicts were declared.

#### PROCUREMENT COLLABORATION

**(For Contracts Only)**

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## **City Partnerships Delegated Committee Meeting**

### **Minutes**

**8 May 2024 at 7:30pm**

**Trench Room, Town Hall, Sturt Street, Ballarat**



OFFICIAL

8 May 2024 City Partnerships Delegated Committee Meeting Minutes



**ORDER OF BUSINESS:**

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**7. Close S.66 - Meeting Open To The Public.....5**

**8. General Business - Matters Arising From The Agenda .....5**

**9. Close.....5**

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8 May 2024 City Partnerships Delegated Committee Meeting Minutes



## 1. ACKNOWLEDGEMENT OF COUNTRY



The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

## 2. APOLOGIES FOR ABSENCE

### 2.1 Present

Cr Des Hudson (Mayor)  
Cr Belinda Coates  
Cr Mark Harris  
Cr Samantha McIntosh  
Cr Peter Eddy  
Cr Amy Johnson  
Cr Daniel Moloney  
Cr Tracey Hargreaves  
Cr Ben Taylor

Mr Evan King - Chief Executive Officer  
Ms Bridget Wetherall - Director Infrastructure and Environment  
Mr Matthew Wilson - Director Community Wellbeing  
Mr John Hausler - Director Corporate Services  
Ms Natalie Robertson - Director Development and Growth  
Mr Martin Darcy - Director Economy and Experience  
Mr Cameron Montgomery - Executive Manager Governance and Risk  
Ms Rosie Wright - Coordinator Risk, Governance and Compliance

Mr Pete Appleton -Executive Manager Engaged Communities  
Ms Sarah Pilgrim -Executive Manager Visitor Economy  
Mr Mark Patterson -Executive Manager Recreation Services  
Mr Jeff Johnson -Executive Manager Arts and Events  
Ms Kelli Moran -Executive Manager Economic Growth  
Ms Fiona Stevenson-Coordinator Sustainable Environment  
Mr Jason Clissold - Executive Manager Financial Services  
Ms Nicky Davidge -Coordinator Community Development  
Ms Sophie Atkinson -Community Grants and Engagement Officer

### 2.2 Apologies

Nil

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8 May 2024 City Partnerships Delegated Committee Meeting Minutes



### 3. DECLARATION OF CONFLICT OF INTERESTS

Nil

### 4. CONFIRMATION OF MINUTES

#### RESOLUTION:

That the Minutes of the City Partnership Delegated Committee Meeting on 12 July 2023 as circulated be confirmed.

Moved: Cr Amy Johnson

Seconded: Cr Tracey Hargreaves

CARRIED  
(CPDC1/24)

### 5. OPEN S.66 - MEETING CLOSED TO THE PUBLIC

#### RESOLUTION:

That the City Partnerships Delegated Committee resolve, pursuant to Section 66 of the *Local Government Act 2020*, that the meeting be closed to members of the public at 7.30pm.

Moved: Cr Samantha McIntosh

Seconded: Cr Tracey Hargreaves

CARRIED  
(CPDC2/24)

OFFICIAL

8 May 2024 City Partnerships Delegated Committee Meeting Minutes



## 6. CITY PARTNERSHIP DELEGATED COMMITTEE REPORTS

### 6.1. CITY PARTNERSHIPS PROGRAM REPORT

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Nicky Davidge – Coordinator Community Development

#### PURPOSE

1. The purpose of this report is:
  - a. To provide the City Partnerships Delegated Committee with an overview of the assessment process undertaken for City Partnerships 2024/25
  - b. For the City Partnerships Delegated Committee to consider officer recommendations for the 2024/25 City Partnerships Program.

#### RESOLUTION:

20. That the City Partnerships Delegated Committee:
  - 20.1 Acknowledge the assessment process undertaken for the City Partnership Program 2024/25;
  - 20.2 Note the draft City Partnerships Recommendations Report 2024/25; and
  - 20.3 Endorse the following City Partnerships to be funded from the 2024/25 Budget and support the outlined multi-year financial commitments:
    - Ballarat Permaculture Guild / The Hidden Orchard – \$107,593 over three years. \$43,440 in year one (2024/25), \$42,140 in year two (2025/26) and \$22,013 in year three (2026/27).
    - Committee for Ballarat - \$90,000 over three years. \$30,000 in year one (2024/25), \$30,000 in year two (2025/26) and \$30,000 in year three (2026/27).
    - Ballarat Renewable Energy and Zero Emissions Incorporated (BREAZE) - \$284,961.57 over three years. \$96,304.17 in year one (2024/25), \$92,843.05 in year two (2025/26) and \$95,814.35 in year three (2026/27).
    - Ballarat Cabaret Festival - \$130,850 over three years. \$39,850 in year one (2024/25), \$42,000 in year two (2025/26) and \$49,000 in year three (2026/27).
    - Bridge Mall Business Association - \$70,000 in year one (2024/25).
    - BGT Jobs & Training - \$76,236 over three years. \$25,412 in year one (2024/25), \$25,412 in year two (2025/26) and \$25,412 in year three (2026/27).
    - Sports Central - \$40,000 in year one (2024/25).
    - Ballaarat Mechanics' Institute - \$45,000 in year one (2024/25).

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8 May 2024 City Partnerships Delegated Committee Meeting Minutes



Raven Collective - \$40,000 in year one (2024/2025).

Bowls Victoria - \$75,000 over three years. \$25,000 in year one (2024/25), \$25,000 in year two (2025/26) and \$25,000 in year three (2026/27).

Corporate Cycling Australia - \$105,000 over three years. \$35,000 in year one (2024/25), \$35,000 in year two (2025/26) and \$35,000 in year three (2026/27).

The Social Crew Event Agency - \$500,000 over three years. \$0 in year one (2024/25), \$250,000 in year two (2025/26) and \$250,000 in year three (2026/27).

Ballarat and District Aboriginal Cooperative - \$30,000 in year one.

Ballarat International Foto Biennale - \$600,000 over three years. \$200,000 in year one (2024/25), \$200,000 in year two (2025/26) and \$200,000 in year three (2026/27).

Badminton Victoria - \$50,000 over three years. \$0 in year one (2024/25), \$30,000 in year two (2025/26) and \$20,000 in year three (2026/27).

Moved: Cr Mark Harris

**CARRIED**

Seconded: Cr Peter Eddy

**(CPDC3/24)**

## 7. CLOSE S.66 - MEETING OPEN TO THE PUBLIC

### RESOLUTION:

That the City Partnerships Delegated Committee move out of closed session, pursuant to section 66 of the *Local Government Act 2020*, at 7:59pm, the meeting be open to members of the public and adopt the resolutions made therein.

Moved: Cr Mark Harris

**CARRIED**

Seconded: Cr Ben Taylor

**(CPDC4/24)**

## 8. GENERAL BUSINESS - MATTERS ARISING FROM THE AGENDA

### 9. CLOSE

The Mayor declared the meeting closed at 7:59pm.

## 8.17. OUTSTANDING QUESTION TIME ITEMS

**Division:** Corporate Services  
**Director:** John Hausler  
**Author/Position:** Stephen Wright – Administration Assistant Compliance

### PURPOSE

1. This report provides Council with an update of responses to questions taken on notice and outstanding unanswered questions from public question time.

### BACKGROUND

2. The City of Ballarat Governance Rules, section 3.7.1 calls for a standard agenda item at each Council meeting that reflects unanswered questions from question time.

### KEY MATTERS

3. Nil

### OFFICER RECOMMENDATION

4. **That Council:**

- 4.1 **Endorse the Outstanding Question Time Report.**

### ATTACHMENTS

1. Outstanding Question Time Items [8.17.1 - 1 page]
2. QT22/24-Qu1 - Jennifer Paterson [8.17.2 - 1 page]
3. QT26/24 - Annette McMaster [8.17.3 - 2 pages]
4. QT27/24 - Stuart McKay [8.17.4 - 1 page]
5. QT28/24 - Jules Jumamoy [8.17.5 - 1 page]
6. QT29/24 - Dr Kate Renshaw [8.17.6 - 1 page]
7. QT30/24 - Richard Purdy [8.17.7 - 1 page]
8. QT31/24 - Mark Oughton-Nicholls [8.17.8 - 1 page]
9. QT32/34 - Nick Shady [8.17.9 - 1 page]

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
24/4/2024 QT22/24	Completed	Jennifer Paterson	Question 1 Following on from Annette's questions I have requested freedom of information assistance from Powercor and received no response. I want to know if this substation even meets the standards of safety for major hazardous facilities, under state planning laws in Victoria. We have repeatedly asked for scrutiny of this facility, however now we have a signed petition to parliament of over 2000 people who would not like to live beside such a dangerous, noisy and hazardous high voltage facility. We have asked both Lily D'Ambrasio MP and Sonya Kilkenny MP by email and directly to their offices in Melbourne to visit the site they have allowed Powercor to build on. My question is would council officially invite them as well?	Cr Des Hudson, Mayor	The Office of the Mayor provided a written response
22/5/2024 QT26/24	Completed	Annette (Kaye) McMaster	Question 1 Powercor now finally admit in writing in their Ballarat East Community flyer, quote "Recognizing this location is within an established residential community" Further they mention regions like Geelong, Warrambool, Werribee, Sunshine, Melton, Laverton, Waurn Ponds and Torquay. What they omit to tell us is: 1. the type of substation and the voltage of each of these, 2. whether there have been any 'incidences', 3. whether they are in a basin as it will be here in Ballarat East and 4. why they have been able to 'upgrade' Warrambool and some others and yet it would be 'too costly' to upgrade Sutton Street or Norman Street which are both in Industrial areas with no houses near and surely able to be upgraded. 5. Why are the residents of Ballarat East being treated with such contempt by Powercor, we were here first. Question: Can Council ask Powercor to be more transparent on these points please? Question 2 Electromagnetic Fields (EMF) The flyer also admits Quote "Electric fields are created by differences in voltage: the higher the voltage, the stronger the resultant field". 66KV is classified as High Voltage. When the atmosphere is heavy smoke from woodheaters hangs in the valley, as will the EMFs. On average the surrounding land rises 10 meters, except a small area where the creeks run toward downtown at Main Road. Powercor have remarked on other substations built in amongst communities, however none of them we have visited are built in a basin like this one will be... When looking at the topography around this site: 203 York Street is 424 mtrs above sea level. To the west Llanberris Reserve is 432 to 444 mtrs above sea level; Eureka St to the North rises to 438 at cr of King Street. To the east at the Wild Life Park 465 mtrs above sea level, to the Sth 434 mtrs above sea level on the sth side of Pennyweight Park 700 ft which is 213.36 mtrs is considered a safe distance by the United Kingdom, but the land rises to trap the EMFs at 100 mtrs from the site. Things that worry us no end now are: How will we know when the EMFs reach dangerous levels? Who will be monitoring these for us? What are the EMF levels now? To Council, my question 2 is: Can Council request independent information and assurances about EMFs other than Powercor's glossy pamphlets?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
22/5/2024 QT27/24	Completed	Stuart McKay	Question 1 Prior to the library renovations, there was a piano that very much enjoyed by many library patrons. Could you share where the piano is being held? Question 2 We understand that part of the renovated library space was designed with the piano re-installation in scope. When will the piano be returned to the library for the enjoyment of the community?	Matthew Wilson, Director Community Wellbeing	Mathew Wilson, Director Community Wellbeing, provided a written response
22/5/2024 QT28/24	Completed	Jules Jurnamoy	Question Can you build another skatepark, maybe in Victoria park, where it can be nearer to other suburbs in Ballarat?	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing, provided a written response
22/5/2024 QT29/24	Completed	Dr Kate Renshaw	Question How does Ballarat City Council intend to celebrate the inaugural International Day of Play on the 11th June 2024, as declared by the UN?	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing, provided a written response
22/5/2024 QT30/24	Completed	Richard Purdy	Question 1 Since the April 2024 Council meeting where the Solar Panels in Heritage Overlays Policy endorsed by Council on 8 July 2009 (R217/09) was revoked, how many people have been contacted by council whose application for solar panels was refused because of this policy, to invite them to re-submit their application? Question 2 If nobody has been contacted regarding the first question, does council intend to contact people whose application for solar panels was refused because of this policy (now revoked), to invite them to re-apply?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
22/5/2024 QT31/24	Completed	Mark Oughton Nicholls	Question The ICJ's ruling on 26 January 2024 has implications for the council. In short, as Australia is a signatory to the Genocide Convention, you must prevent complicity in genocide under Article 3, which includes not engaging in business with those complicit in genocide. Is the council confident that its procurement policy has measures in place to protect the council, its officers and ratepayers from complicity in genocide?	John Hausler, Director Corporate Services	John Hausler, Director Corporate Services, provided a written response
22/5/2024 QT32/24	Completed	Nick Shady	Question Can you confirm the amount of Rates outstanding, and the amount of properties affected? As Ballarat can take the claim of 2nd most mortgaged stressed in Victoria, I would expect the delinquencies to be high, (how many are 365 days past due?) and where does this figure of unpaid rates sit on the balance sheet? What are the councillors doing to address this issue?	John Hausler, Director Corporate Services	John Hausler, Director Corporate Services, provided a written response

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Telephone: 03 5320 5500  
Facsimile: 03 5333 4061  
Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)



Date: 20 May 2024  
Direct Phone: 0409 865 093  
Email: [mavor@ballarat.vic.gov.au](mailto:mavor@ballarat.vic.gov.au)

Jennifer Patterson  
[REDACTED]

**RE: RESPONSE TO PUBLIC QUESTION QT22/24 AT COUNCIL MEETING  
ON 24 APRIL 2024**

Dear Jennifer,

Please see below my response to your questions QT22/24 at the Council Meeting on the 24 April 2024 as you were not in attendance at the meeting.

**QT22/24 - JENNIFER**

**Question 1**

Following on from Annette's questions I have requested freedom of information assistance from Powercor and received no response. I want to know if this substation even meets the standards of safety for major hazardous facilities, under state planning laws in Victoria. We have repeatedly asked for scrutiny of this facility, however now we have a signed petition to parliament of over 2000 people who would not like to live beside such a dangerous, noisy and hazardous high voltage facility. We have asked both Lily D' Ambrosio MP and Sonya Kilkenny MP by email and directly to their offices in Melbourne to visit the site they have allowed Powercor to build on. My question is would council officially invite them as well?

**Answer (taken from the meeting's recording and will appear in the minutes)**

Cr Des Hudson, Mayor, responded that as part of our advocacy, which has been supported by the entire nine councillors in terms of trying to advocate on behalf of the York St residents and those surrounding that are impacted, we have written to not only just our local members, but also to those two ministers, all under his signature. He recalls that he invited them to visit the site but if it proves that he hasn't he is more than happy to make a direct invitation to them to come and inspect the site to give them the best opportunity to make an informed decision on behalf of residents.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Des Hudson".

Cr Des Hudson OAM  
Mayor  
City of Ballarat

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PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Annette McMaster

Email: [REDACTED]

Date: 11 June 2024

Our Ref: NR:kr

Your Ref: QT26/24

Enquiries: (61) 03 5320 5500

Direct Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

Dear Annette,

**RE: OUTSTANDING QUESTION TIME ITEM – QT26/24**

We refer to your questions asked at the 22 May 2024 Council Meeting.

**Question 1**

Powercor now finally admit in writing in their Ballarat East Community flyer, quote "Recognizing this location is within an established residential community" Further they mention regions like Geelong, Warrnambool, Werribee, Sunshine, Melton, Laverton, Waurm Ponds and Torquay.

What they omit to tell us is:

1. the type of substation and the voltage of each of these,
2. whether there have been any 'incidences',
3. whether they are in a basin as it will be here in Ballarat East and
4. why they have been able to 'upgrade' Warrnambool and some others and yet it would be 'too costly' to upgrade Sutton Street or Norman Street which are both in Industrial areas with no houses near and surely able to be upgraded.
5. Why are the residents of Ballarat East being treated with such contempt by Powercor, we were here first.

Question: Can Council ask Powercor to be more transparent on these points please?

**Answer 1**

See below.

**Question 2**

Electromagnetic Fields (EMF)

The flyer also admits Quote 'Electric fields are created by differences in voltage: the higher the voltage, the stronger the resultant field'. 66Kv is classified as 'High Voltage'.

When the atmosphere is heavy smoke from woodheaters hangs in the valley, as will the EMFs. On average the surrounding land rises 10 meters, except a small area where the creeks run toward downtown at Main Road.

Powercor have remarked on other substations built in amongst communities, however none of them we have visited are built in a basin like this one will be.

When looking at the topography around this site:

- 203 York Street is 424 mtrs above sea level. To the west Llanberris Reserve is 432 to 444 mtrs above sea level;
- Eureka St to the North rises to 438 at cnr of King Street.

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- To the east at the Wild Life Park 465 mtrs above sea level, to the Sth 434 mtrs above sea level on the sth side of Pennyweight Park

700 ft which is 213.36 mtrs is considered a safe distance by the United Kingdom, but the land rises to trap the EMFs at 100 mtrs from the site.

Things that worry us no end now are: How will we know when the EMFs reach dangerous levels? Who will be monitoring these for us? What are the EMF levels now?

To Council, my question 2 is: Can Council request independent information and assurances about EMFs other than Powercor's glossy pamphlets?

**Answer 2**

Both Question 1 and 2 have been taken on notice. Officers wrote to Powercor on 27 May 2024 seeking a meeting onsite with Powercor together with Councillors and residents to discuss community concerns. Whilst Powercor declined a meeting onsite, they have agreed to attend a Councillor briefing session which is scheduled for August. At this briefing, Councillors will ensure that the questions asked at the 22 May 2024, Ordinary Meeting of Council will be raised, and Officers will request that Powercor provide this information in writing to Council.

Yours sincerely



Natalie Robertson  
Director Development and Growth

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PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Date: 23 May 2024

Our Ref: QT 27/24

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

Stuart McKay



Dear Stuart

Thank you for your questions to the Ordinary Meeting of Council on Wednesday, 22 May 2024, in relation to the piano that was housed at the Ballarat Library prior to its renovation.

I can confirm my responses, which I provided on the night, as follows:

**Question 1**

*Prior to the library renovations, there was a piano that very much enjoyed by many library patrons. Could you share where the piano is being held?*

**Response to Question 1**

*The piano was originally to be returned to the Library, however, a request by the Civic Hall was made for it to be used as part of productions in that space and is currently at Civic Hall.*

**Question 2**

*We understand that part of the renovated library space was designed with the piano re-installation in scope. When will the piano be returned to the library for the enjoyment of the community?*

**Response to Question 2**

*There is no plan at this point to return the piano to the library.*

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely

A handwritten signature in blue ink, appearing to be "MW", written over a light blue horizontal line.

Matthew Wilson  
Director Community Wellbeing

OFFICIAL

OFFICIAL

PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Date: 23 May 2024

Our Ref: QT 28/24

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

Jules Jumamoy



Dear Jules

Thank you for your question to the Ordinary Meeting of Council on Wednesday, 22 May 2024, in relation to the provision of a skatepark in Victoria Park.

I can confirm my response, which I provided on the night, as follows:

**Question 1**

*Can you build another skatepark, maybe in Victoria Park, where it can be nearer to other suburbs in Ballarat?*

**Response to Question 1**

*There are several local area skate facilities located across the municipality, with the major skate park facility at Len T Fraser reserve. Unfortunately, Victoria Park has not been identified as a future location for skate, however the modular pump track has been established and is popular.*

*Please also note that a major upgrade to the Len T Fraser Skate facility is in the design phase and is due to commence construction phase in the 2025, and this will provide a central facility that will aim to provide a opportunities for a wider range of users.*

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Matthew Wilson", with a long horizontal flourish extending to the right.

Matthew Wilson  
Director Community Wellbeing

OFFICIAL

OFFICIAL

PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Date: 23 May 2024

Our Ref: QT 29/24

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

Dr Kate Renshaw



Dear Dr Renshaw

Thank you for your question to the Ordinary Meeting of Council on Wednesday, 22 May 2024, in relation to the inaugural International Day of Play on 11 June 2024.

I can confirm my response, which I provided on the night, as follows:

**Question 1**

*How does Ballarat City Council intend to celebrate the inaugural International Day of Play on the 11th June 2024, as declared by the UN?*

**Response to Question 1**

*Ballarat City Council does not currently have any plans to celebrate the inaugural International Day of Play on the 11 June 2024. However, Council can appreciate that this could be an excellent opportunity to celebrate the powerful impact of play on children's wellbeing and development. Ballarat City Council has responsibility for several early childhood programs, such as playgroups and childcare services, and can foresee opportunity to facilitate activities through these programs to acknowledge International Day of Play.*

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely

A handwritten signature in blue ink, appearing to be "M. Wilson".

Matthew Wilson  
Director Community Wellbeing

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OFFICIAL

PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Richard Purdy

Email: [REDACTED]

Date: 24 May 2024

Our Ref: NR:kr

Your Ref: QT30/24

Enquiries: (61) 03 5320 5500

Direct Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

Dear Richard,

**RE: OUTSTANDING QUESTION TIME ITEM – QT30/24**

We refer to your questions asked at the 22 May 2024 Council Meeting.

**Question 1**

Since the April 2024 Council meeting where the Solar Panels in Heritage Overlays Policy endorsed by Council on 8 July 2009 (R217/09) was revoked, how many people have been contacted by council whose application for solar panels was refused because of this policy, to invite them to re-submit their application?

**Answer 1**

The policy was revoked only on the basis that it was converted into an internal document to be accompanied by design guidelines for the community. The considerations set out in the policy are replicated in the internal procedure and design guidelines – to this end, the approach to assessment has not changed. The new internal procedure will soon be accompanied by external-facing images providing customers with visual representations of the appropriate locations of solar panels.

**Question 2**

If nobody has been contacted regarding the first question, does council intent to contact people whose application for solar panels was refused because of this policy (now revoked), to invite them to re-apply?

**Answer 2**

The planning approach and heritage overlays utilised for assessment has not changed and as such there is no need to contact previous applicants.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson  
Director Development and Growth

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PO Box 655  
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AUSTRALIA  
Telephone: 03 5320 5500  
info@ballarat.vic.gov.au



Mr Mark Oughton-Nicholls

Date: 28 May 2024

Dear Mr Oughton-Nicholls

**PUBLIC QUESTION TIME – 22 MAY 2024**

Thank you for your question submitted to Council, at its meeting held 22 May, 2024 and I am pleased to provide you the following response:-

Question

***The ICJ's ruling on 26 January 2024 has implications for the council. In short, as Australia is a signatory to the Genocide Convention, you must prevent complicity in genocide under Article 3, which includes not engaging in business with those complicit in genocide. Is the council confident that its procurement policy has measures in place to protect the council, its officers and ratepayers from complicity in genocide?***

Council's Procurement Policy has strict requirements relating to compliance with legislation and the law by Councillors, Council Officers, Consultants and Contractors. Council's procurement activities are regularly audited by Council's Internal Auditor to ensure that they comply with Council's Procurement Policy, procedures and processes and are also subject to audit by the Victorian Auditor General's Office.

Yours sincerely,

*John Hausler*

**John Hausler**  
**Director Corporate Services**

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PO Box 655  
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Telephone: 03 5320 5500  
info@ballarat.vic.gov.au



Mr Nick Shady

Date: 7 June 2024

Dear Nick

### PUBLIC QUESTION TIME – 22 MAY 2024

Thank you for your questions submitted to Council, at its meeting held 22 May, 2024 and I am pleased to provide you the following response:-

#### Question 1

***In relation to the budget process, (lack of public scrutiny) it is interesting to note that the LGI Councillor Conduct Framework (for mandatory training) states - requiring all candidates to attend at least two council meetings, one of which should relate to the council budget development/adoption, within 12 months of Election Day. So does that mean that any candidate that is not attending tonight's meeting will not be able to nominate?***

According to Local Government Victoria the candidate training is currently under review. It is our understanding that the requirement 'for all candidates to attend at least two council meetings, one of which should relate to the council budget development/adoption, within 12 months of Election Day' and the requirement to attend ' remains a preliminary recommendation from the Local Government Inspectorate. Hence we do not believe it will prevent anyone who does not attend the Council meeting to adopt the budget from nominating for the 2024 Council election.

#### Question 2

***Can you confirm the amount of Rates outstanding, and the amount of properties affected? As Ballarat can take the claim of 2nd most mortgaged stressed in Victoria, I would expect the delinquencies to be high, (how many are 365 days past due?) and where does this figure of unpaid rates sit on the balance sheet? What are the councillors doing to address this issue?***

As at 22 May 2024, 1179 properties within the City of Ballarat had a total of \$2.8M in municipal rates & charges owing for the periods up to 30 June 2023. A total of \$26.1M remained due and payable for the 2023/24 year, the majority of which includes the 4th instalment which was due to be paid by 31 May 2024. Council will, as part of its annual follow up process, contact ratepayers with overdue rates prior to the end of the financial year. Council has a financial hardship policy to support ratepayers that may be experiencing difficulties paying their rates.

Unpaid rates, as a whole, are disclosed in the Annual Report under note 5.1 (c) as 'Rates debtors' within Trade and Other Receivables note on page 110 of the 2022/23 Annual Report. This amount in the annual report differs from the amount above as outstanding rates for periods up until 30 June 2023 would have been collected throughout the 2023/24 financial year.

Yours sincerely,

*John Hausler*

**John Hausler**  
**Director Corporate Services**

## 9. NOTICE OF MOTION

## 10. REPORTS FROM COMMITTEES/COUNCILLORS

## 11. URGENT BUSINESS

## 12. SECTION 66 (IN CAMERA)

### 8.15 CONTRACTS APPROVAL DELEGATED COMMITTEE

**Division:** Corporate Services  
**Director:** John Hausler  
**Author/Position:** Lorraine Sendall – Executive Assistant, Director Corporate Services

(Confidential attachments to report in Council Agenda.)

Pursuant to sub rule 3.13.2 of the Governance Rules the information contained within this document is designated as confidential information for the purposes of the Local Government Act 2020 (the Act). That is “confidential information” that in accordance with section 3 of the act:

- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
  - (i) relates to trade secrets; or
  - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

### 12.1 ROAD ACQUISITION PROPOSAL 1

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Nick Venville – Property Coordinator

(Confidential Report)

Pursuant to sub rule 3.13.2 of the Governance Rules the information contained within this document is designated as confidential information for the purposes of the *Local Government Act 2020* (the Act). That is “confidential information” that in accordance with section 3 of the Act is:

- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
  - (i) relates to trade secrets; or
  - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.



## 12.2 ROAD ACQUISITION PROPOSAL 2

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Nick Venville – Property Coordinator

(Confidential Report)

Pursuant to sub rule 3.13.2 of the Governance Rules the information contained within this document is designated as confidential information for the purposes of the *Local Government Act 2020* (the Act). That is “confidential information” that in accordance with section 3 of the Act is:

- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
  - (i) relates to trade secrets; or
  - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

## 13. CLOSE