



**Today Tommorrow Together**  
The Ballarat Strategy Our Vision for 2040

# Preliminary Ballarat Strategy

Policy direction, Initiatives and the way forward



November 2014

CITY OF  
**BALLARAT**



## Executive summary

This “Preliminary” Ballarat Strategy outlines for the first time the key concepts which are proposed to underpin land use decision-making in Ballarat over the next 30 years:

- A new approach to managing change in our historic city
- A new hierarchy of ‘Regional Capital Precincts’ and the infrastructure needed to support their growth
- The ‘10 Minute City’ to guide decision-making
- A new approach to manage our environment and connect our neighbourhoods
- A future spine network of frequent, logical and convenient public transport, and the land use decisions needed to make it happen
- Guidance on the future of infill development
- Guidance on the future of greenfield development for housing
- Empowerment and support for rural and township communities.

These concepts spatially represent the shared vision and guiding principles developed by the community through Ballarat Imagine. They seek to highlight what the community said they want to see in Ballarat in 2040, and how that might be achieved.

Importantly, they propose:

- Recognition of a suite of Regional Capital Precincts as part of an expanded role of Ballarat as the Capital of Western Victoria
- Identified urban renewal precincts to support a greater population, and improve the viability of public transport and the provision of community and social services
- A high-frequency public transport spine, scalable to support a light rail network over the long-term.
- New railway stations to service areas like Warrenheip and the Eureka Stadium precinct, potentially forming the heart of new urban renewal precincts
- An expanded boulevard network, providing high amenity links between centres and opportunities for improved bicycle and public transport priority
- New orbital road connections, and improvements to key links
- Stronger focus on walking and cycling as key transport modes for everyday journeys
- A new network of Living Corridors, linking parkland and natural areas with key habitat and recreational spaces
- A new network of Neighbourhood Links targeting improved safety and accessibility of local schools, shopping centres and parks
- An Urban Forest strategy with a target of 40% urban canopy coverage by 2040
- Guidelines be developed to provide greater clarity on which areas could become new greenfield development after Ballarat West.

Analysis, refinement and review is ongoing. This “Preliminary Strategy” seeks to provide an update to the community on the proposed approaches being considered and investigated at this interim stage.

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# Today Tomorrow Together

## The Ballarat Strategy Our Vision for 2040

### Introduction

Ballarat, with its historic streetscapes, unique lifestyle and beautiful CBD is much loved by its community. The character of the City is a result of layers of people and change over centuries. The way in which the city continues to develop into the future, its shape, its parks and gardens, the quality and form of its design, the location of its services and its physical and cultural connections will continue to define and refine its character. The incremental planning decisions made over time will form a large part of this change to the City.

The Ballarat Strategy seeks to enable sustainable and equitable change in Ballarat over the next 30 years, to make sure that as the population grows and the community diversifies, the change is towards the type of city the community wants it to be.

### Why do we need a long-term strategy?

Every day, Council makes decisions and delivers services that change and enhance Ballarat. It could be deciding whether to plan a new suburb, allow new townhouses in an area of separate houses, or approving changes to a heritage building. It could be choosing between upgrading a local library or upgrading a local street. Or it could be deciding between spending more money on mowing local parks or instead, weed control along rural roads.

All of these decisions must be guided by a plan for our City's future. This plan needs to come from the whole community – what we think is most important and what we want for Ballarat's future. Having a strategic plan means Council can make decisions that align best with community needs and values, support sustainable growth and provide the necessary infrastructure and services most effectively.

The plan, Today Tomorrow Together: The Ballarat Strategy, will:

- Guide the future growth of the City by answering questions like 'which areas will grow and which will not'
- Guide infrastructure and service delivery to make sure it is coordinated with growth; and
- Help Council to respond to the important social, economic and environmental challenges Ballarat will face over the next twenty-five years to 2040.

This 'Ballarat Strategy' will fill the growing gap in our long-term planning. Our previous Strategy answering these questions was released in 1998 and planned for a city of 90,000 people. Our population is now around 100,000, and we can expect to grow to more than 160,000<sup>1</sup> people over the life of the Strategy.

<sup>1</sup> SGS Economics and Planning (September 2014) utilising VIF 2014



## The community discussed its aspirations for Ballarat through Ballarat Imagine

Through Ballarat Imagine the community gave City of Ballarat a snapshot of their current values as well as their hopes, aspirations and concerns for the future. From over 6,000 submissions received, the key themes included the following:

- The community strongly values those things that make Ballarat feel unique – our history and heritage, Lake Wendouree, the historic CBD and being a green city of street trees, parks and bushland
- The community strongly values the quality of life in Ballarat. This includes having easy access to excellent facilities, shops and services
- The community strongly values Ballarat being a city that is easy to get around. However, there is a sense that this is being eroded over time and the community is seeking solutions.

Ballarat Imagine underpins this Preliminary Ballarat Strategy and guides related decision-making so Ballarat develops as the city the community wants it to be. The challenge for the Ballarat Strategy is to manage growth in such a way that the aspirations of the community are realised and the important elements are enhanced and protected.

### Our Vision for 2040

The input from Ballarat Imagine led to the development of “Our Vision for 2040” which outlined what the community values about Ballarat now, the collective hopes for Ballarat’s future (the vision), and how we are going to achieve the vision (the key principles).

Our Vision for 2040 is drawn directly from Ballarat Imagine submissions. Each submission was read by City of Ballarat staff and, in working through them, the community vision for Ballarat was developed based on key themes.

In 2040, Ballarat will be:

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

This collective vision for Ballarat will be achieved through applying five Guiding Principles. The first four principles are based on feedback through Ballarat Imagine and the fifth covers Ballarat City Council’s role in achieving this vision.

- **Principle 1** Our beautiful and unique city
- **Principle 2** Ballarat’s quality of life – a great mix of city and country
- **Principle 3** Sustainable growth that benefits our community
- **Principle 4** A healthy, safe community
- **Principle 5** Council leadership in achieving our vision.





## Principle 1 Our beautiful and unique city

### **Protect our unique heritage – buildings, streetscapes, collections and traditions**

Through Ballarat Imagine, the Ballarat community sent a clear message that they place a very high importance on our city's heritage. Buildings, streetscapes, historic landscape, cultural institutions like the Art Gallery of Ballarat and unique features such as the Sturt Street statues and memorials are all of great importance to our community as they articulate a shared sense of identity and culture. The community clearly expects these things to be protected and enhanced for the future.

### **Keep Lake Wendouree and the Botanical Gardens a centre of community life**

Lake Wendouree and the Ballarat Botanical Gardens are both part of our city's heritage and great recreation assets. They are central to community life – whether attending Begonia Festival, visiting the adventure playground, running or cycling, training for rowing or just enjoying the view. Through Ballarat Imagine, the community has clearly stated they want the Lake and Gardens protected and enhanced as a centre of community, activity and recreation.

### **Make our green city of parks, street trees and bushland even greener**

Ballarat Imagine revealed a strong community attachment to our green city of parks, street trees and bushland. It also revealed a strong aspiration for our city to be greener – with more street trees, more open space in new suburbs, enhanced bushland and waterways and protection of our biodiversity.

### **Bring more activity and life to our beautiful CBD**

Ballarat's CBD is beautiful, historic and unique. It is also the core economic and cultural hub of our city. Through Ballarat Imagine, the community identified many features of the CBD they want retained, such as heritage streetscapes. They have also identified many ways they would like to see its vibrancy and life enhanced.

### **Maintain our sense of identity**

What was said through Ballarat Imagine showed that our heritage, Lake, green city and CBD together form the key to our sense of who we are. They are unique to us and we have great community pride because of them. However these assets can be undermined by insensitive change and concerns are often raised with City of Ballarat that new areas do not 'feel like part of Ballarat'. We will need to work to maintain these assets and with them our sense of identity.

### **Council's commitment**

To deliver these principles Ballarat City Council will:

- Continue to strengthen our initiatives to protect and enhance our city's heritage
- Continue to manage Lake Wendouree and the Botanical Gardens as a centre of community life in Ballarat
- Steadily enhance our green city through increasing vegetation cover and open space
- Strengthen our focus on bringing more activity to the CBD through investment in public spaces and events.



## Principle 2 Ballarat's quality of life - a great mix of city and country



### **Keep our city friendly with a strong sense of community**

Many people told us that they love the sense of community in Ballarat and the little things many other cities have lost. Important things like knowing the names of your neighbours, running into people you know and long-standing community groups with a tradition of supporting our community. The challenge is to keep this community spirit while we grow.



### **Build on growth to bring even better facilities, services and events**

A key theme of the Ballarat Imagine responses was that we love the mix of country lifestyle and big city facilities and services. Favourites include our education options, events and cafés. We also have many ideas for how these assets could improve in the future, for example national-level sporting facilities, more entertainment options and a greater choice of shops. We need to harness growth to help deliver these improvements – for example more customers will support more shops.



### **Keep Ballarat a city that is easy to get around**

Our community's feedback through Ballarat Imagine shows we love our city for being easy to get around, but we are concerned we are losing this as we grow. The community has strongly called for investment in transport and all options came out as a priority: public transport, roads, walking and cycling. Parking in inner areas is also a significant concern. As well as improving transport, we will need to plan our city carefully, making sure residents don't have to travel far to get to their jobs, shops, schools, community facilities and services, and by responding to environmental and future challenges.



### **Improve the amenity of the whole city**

While many areas of Ballarat have excellent amenity, through Ballarat Imagine, residents have highlighted areas needing improvement. For example, feedback identified some entrances to the city have fallen behind others and that some suburbs do not have the same quality of street plantings, parks and facilities as others. Many of these gaps have long historical roots in the original growth of each area, but could be steadily addressed to 2040.



### **Council's commitment**

To deliver these principles Ballarat City Council will:

- Continue to support community life, for example through small grants for community groups and community-run events
- Invest in, and lobby for, facilities and services upgrades to match or exceed population growth
- Invest in, and lobby for, transport upgrades to match or exceed population growth, including parking, public transport, walking and cycling, and roads
- Plan Ballarat to ensure residents don't have to travel far to get to jobs, shops, schools and services
- Work with local communities to steadily improve those areas of Ballarat which have traditionally had lower amenity.



## Principle 3 Sustainable growth that benefits our community



### **Build on Ballarat's unique economic strengths – our beautiful city, our lifestyle and our place in the region**

Ballarat has unique social and economic strengths that can be the key to our future prosperity. We are uniquely positioned as the capital of Western Victoria and this already brings many jobs, services and businesses to our city. Our beautiful and unique city and lifestyle are also very important 'growth assets' – for example attracting many tourists, creative industries, new businesses and new residents now, with the potential to attract many more. Through Ballarat Imagine, our community has called for an increased focus on attractions and services for tourists, from caravan parking in the CBD to more attractions to celebrate our cool winters.



### **Encourage jobs growth that brings prosperity to the whole community**

To avoid Ballarat becoming a high-unemployment, commuter city, we will need jobs growth faster than population growth. We will also need to attract a mix of low-skilled and higher-skilled jobs and deal with problems such as intergenerational unemployment and poor education levels in parts of the community.



### **Provide housing for a growing and changing population**

To house more than 160,000 people will require many more dwellings. The diversity of our homes will also need to increase – our ageing population and reducing household sizes will require more homes suitable for the frail and more homes that are attractive to single people. We also want to remain an affordable city – residents' input to Ballarat Imagine highlighted this as one of Ballarat's big benefits. New suburbs should also be developed to reflect Ballarat's character and lifestyle.



### **Council's commitment**

To deliver these principles, Ballarat City Council will work with the business community and other levels of government to help:

- Build our future on our unique economic strengths
- Encourage jobs growth
- Ensure suitable housing is available for a growing population of single people, couples as well as traditional family homes.





## Principle 4 A healthy, safe community



### Build a healthier community

Ballarat residents face many health challenges associated with high levels of obesity, smoking and alcohol consumption. Some families and individuals are more prone to poor health as they have reduced income, poorer quality housing, lower levels of education and reduced access to services. We also face added health and service challenges due to the ageing and growing population.



### Improve our community's safety

'Hoping for a safer future' was a theme in responses to Ballarat Imagine, with crime, road safety and natural disasters all raised. Managing natural disasters will be a challenge for Ballarat to 2040. Ballarat is affected by flooding and bushfires, and the risk of severe events is believed to be increasing due to climate change.



### Address the underlying issues behind poor health and safety

Understanding and addressing social issues is important to building a healthier and safer community. Some social issues our community faces could be improved through better access to education, employment and opportunities for citizens to be more active in our community. Helping to address social issues that may be linked to crime, as either a victim or offender is an important part of building a safer community.



### Council's commitment

To deliver these principles Ballarat City Council will:

- Create an environment and provide facilities which encourage healthy lifestyles
- Work on the factors which affect health, including employment, early education opportunities and appropriate housing
- Work in partnership with health and welfare providers to provide and promote a healthy and safe community
- Work with communities to become more prepared for and resilient to natural disasters and climate change.





## Principle 5 Council leadership in achieving our vision

### Carefully manage growth

Growth is inevitable for Ballarat. We will continue to grow organically as more people choose to move from the wider region and in response to the State Government policy directions to relieve pressure on Melbourne by encouraging more people to move to regional areas. It will also bring benefits such as more job options and better services. However, the community has identified concerns about the impacts growth could have if not managed carefully. City of Ballarat has an important role in managing growth to protect those things we love most about our city, for example through planning, community participation in guiding change and infrastructure provision.

### Actively seek government and business investment in our city

City of Ballarat cannot by itself fund large infrastructure projects and deliver large numbers of new jobs for Ballarat. However, we can and do work successfully with other organisations to achieve this end. Council has a track record of securing government funding for our city, including for construction of Stage 1 of the Western Link Road and the Ballarat Regional Soccer Facility. Similarly, we have successfully worked closely with businesses to bring jobs to Ballarat.

### Carefully manage the impacts of change

Between 2014 and 2040, Ballarat will be affected by many external changes. These include a changing retail environment due to growth in online shopping resulting in businesses closing across Australia; this could affect the vibrancy of our city. Further, Ballarat will need to both adapt to climate change and do its share in the national effort to reduce greenhouse gas emissions as well as responding to social changes. City of Ballarat can play a role in managing these changes through service and infrastructure delivery, strategic planning and working with key partners and the community.

### Provide leadership in the community

A number of our Guiding Principles such as building a healthier and safer community require action across the community. In these cases, as well as delivering our own services well, City of Ballarat can play a leadership role within the community and forge partnerships between key service providers, government, community groups and members of the community to facilitate the desired outcomes.

### Council's commitment

To deliver these principles Ballarat City Council will:

- Move steadily towards delivering infrastructure ahead of growth
- Encourage planned growth that meets the Guiding Principles
- Continue to lobby government for infrastructure and services investment in Ballarat
- Continue to work with businesses to attract jobs and business investment to Ballarat
- Strengthen our community leadership role on issues that Council cannot resolve on its own
- Proactively manage the impacts of change, including social, cultural, economic and environmental.

**The Guiding Principles will underpin all concepts, policy directions and initiatives in the Ballarat Strategy.**

## Ten Game Changing Questions

Following release of these key Guiding Principles, 'Game Changing Questions' for Ballarat's future was launched, which sought feedback on 10 high level questions about Ballarat's future. Questions included:

- **Where and how will we live in 2040?**
- **In 2040, will Ballarat be a commuter satellite city of Melbourne or continue as its own city?**

The ten interlinked questions had a common feature – the answers to them have a significant impact on how City of Ballarat should plan for this future. For example, if Ballarat is to become a commuter city, new homes would ideally be close to railway stations with frequent services to Melbourne. If Ballarat is to stay as its own city, it may be better to focus on homes close to Ballarat's own jobs.

This stage of the community engagement received broad interest, with a diverse group of people completing the online survey, attending workshops and making submissions. Community participants emphasised the main messages from Ballarat Imagine, but also gave rich guidance on how to implement these ideas.

### The key messages received to the 'Game Changing Questions' were:

- Population growth is strongly supported, as long as it is carefully managed growth.
- There is strong support for jobs growth in Ballarat compared to commuting to Melbourne
- There is strong support for more housing in existing areas of Ballarat, but a variety of views on what this would mean in practice
- Heritage received strong support, but most contributors did not want heritage areas sterilised from change. Rather, there was strong support for more housing in existing areas of Ballarat that respects heritage and enhances heritage areas
- There is support for growth in new suburbs, provided they are well planned. New suburbs need to be well designed with parks, schools and shops, and have the planned infrastructure and services delivered early in the development
- There is strong support for sustainable "10 minute" living outcomes including high levels of walking, cycling and public transport use, and greater access to day to day services in local neighbourhood centres
- Reducing our impact on the environment was a high priority for online survey respondents. These people see protection of Ballarat's native vegetation, bushland, creeks and waterways as a key driver for the future.





# Today Tomorrow Together

## The Ballarat Strategy Our Vision for 2040

### **Preliminary Ballarat Strategy provides an update on key concepts and policy direction**

This Preliminary Ballarat Strategy document outlines for the first time the key concepts which are proposed to underpin land use decision-making in Ballarat over the next 30 years. The concepts and policy directions are in direct response to community aspirations identified for Ballarat through Ballarat Imagine.

It is important to note that this document is not a “draft” strategy, but rather provides an update to the community on the policy direction and initiatives currently under investigation at this interim stage. Significant analysis, research, investigation and refinement remain ongoing. The maps and directions discussed are subject to further change and refinement as community and expert feedback is received and should be considered indicative only.

### **Ballarat Strategy will be implemented into the Ballarat Planning Scheme**

Every municipality within Victoria develops a planning scheme which sets out policies and requirements for the use, development and protection of land within their jurisdiction. Planning schemes are the legal basis on which Council makes its decisions.

Part of these planning schemes is a Local Planning Policy Framework which contains a municipal strategic statement and local planning policies. The framework identifies long term directions about land use and development in the municipality; presents a vision for its community and other stakeholders; and provides the rationale for the zone and overlay requirements and particular provisions in the scheme. The Ballarat Strategy will be used as the basis to the next review and revision of these sections of the Ballarat Planning Scheme. Specifically, the Ballarat Strategy will be the foundation document which will determine the wording of the revised MSS and set in motion amendments to the Ballarat's Planning Scheme to bring it into line with aspirations of the community. It will place these aspirations into a legal framework to guide future Council decision-making.



### **Next Steps**

The release of this ‘preliminary strategy’ is an opportunity for the community to provide feedback on the general direction, structure and concepts of the strategy, at this interim stage. It is anticipated that the more detailed Draft Ballarat Strategy will be release for public comment in early 2015. A Planning Scheme Amendment to revise the Ballarat Planning Scheme in alignment with the strategy will follow.

## The Ballarat Strategy: Chances to get involved



Discussion  
Paper



Our Vision  
for 2040

Ballarat  
Imagine:  
What you  
Said

Key Input



**Today Tomorrow Together**  
The Ballarat Strategy Our Vision for 2040

Research  
& Studies



Development

Game  
Changing  
Questions



Community

Preliminary  
Strategy



Community

Today  
Tomorrow  
Together:  
The  
Ballarat  
Strategy



Now



Implement  
Ballarat  
Strategy in  
Ballarat  
Planning  
Scheme

More information and a downloadable  
version of the Preliminary Ballarat Strategy  
is available on Council's website at

 [www.ballarat.vic.gov.au/haveyoursay](http://www.ballarat.vic.gov.au/haveyoursay)



## Structure of this document

### PART A Key concepts for managing change

The key concepts outlined in Part A are the long-term outcomes sought for Ballarat. This section discusses new concepts for managing the city, a new city structure and provides guidance on the proposed way forward. The concept of a high-frequency public transport network, for example, is introduced in the context of the land use changes required to support it.

### PART B Policy direction

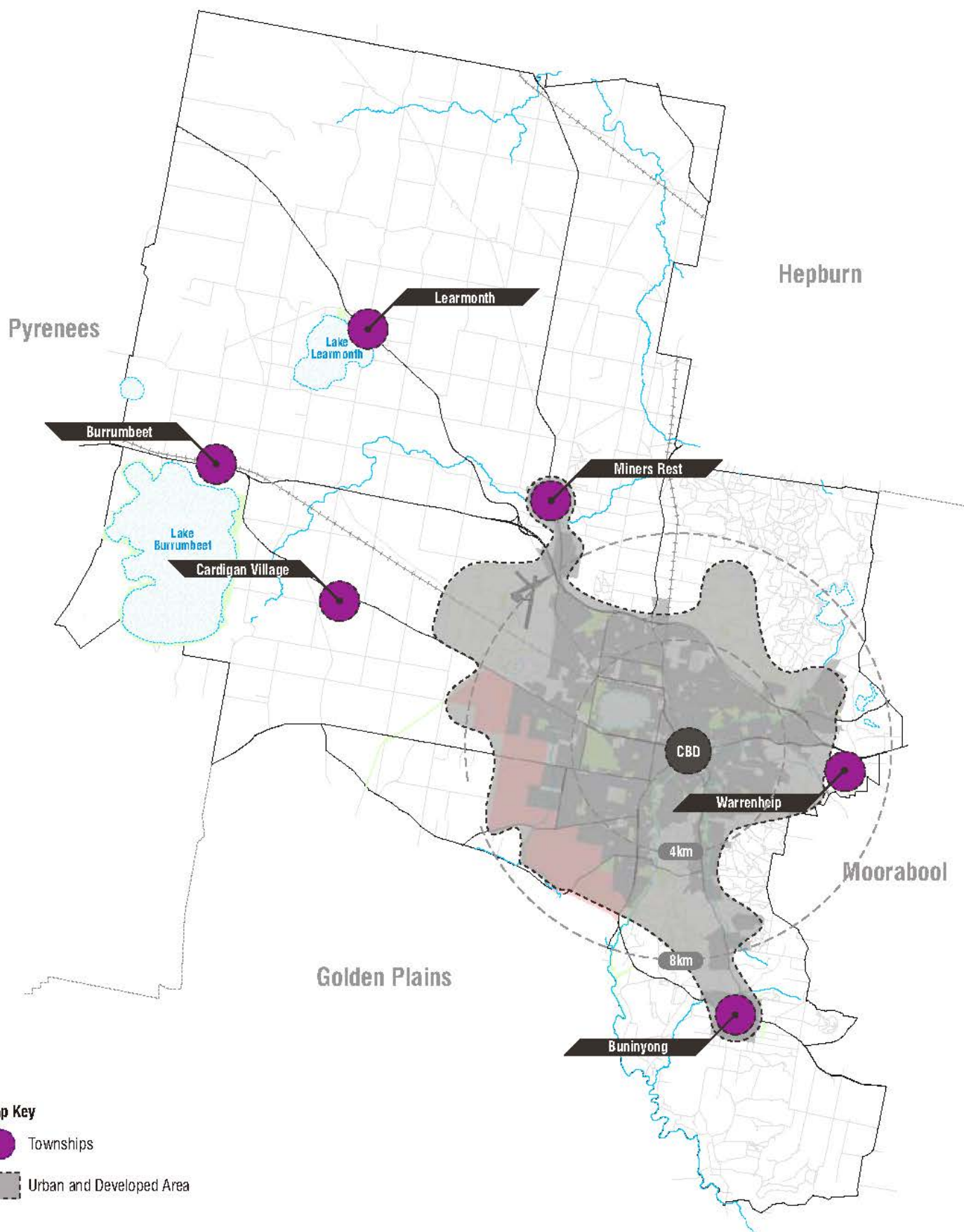
Part B outlines the proposed policy directions that will incrementally help achieve the Vision for 2040 and support development of a city that responds to the “guiding principles”. If the policy directions are implemented, Ballarat can achieve the outcomes discussed in Part A.

The proposed policy directions are structured under the following key themes:

-  **Productive Ballarat** Create a structure for the city to grow investment, jobs and productivity
-  **Accessible and highly liveable Ballarat** Enable sustainable change of the “10 Minute City” by promoting neighbourhoods as active, safe and socially connected places that exhibit the Ballarat lifestyle valued by residents
-  **Housing Ballarat** Diversify the choice of housing options, with access to the jobs and facilities needed by a growing and changing community
-  **Connected Ballarat** Integrate transport and land use planning to link people to each other, jobs, services and goods to market
-  **The Ballarat Landscape** Manage Ballarat’s unique historic, cultural and natural values as an integrated landscape of high value to the community.



Sub sections provide commentary for each of the above: what that direction means, and what it seeks to achieve. Key concepts which are being considered as “initiatives” to implement the “direction” are summarised in the accompanying table.



## Map Key

- Townships
- Urban and Developed Area



0 2km 4km 6km 8km

Maps are conceptual only



**Today Tommorrow Together**  
The Ballarat Strategy Our Vision for 2040



# Today Tomorrow Together

The Ballarat Strategy Our Vision for 2040

## Part A

### Key concepts for managing change





## ➤ Overview

This part of the document discusses the key initiatives and concepts being proposed for Ballarat, including:

- A new approach to managing change in our historic city
- A new hierarchy of ‘Regional Capital Precincts’ and the infrastructure needed to support their growth
- The “10 Minute City” to guide decision-making
- A new approach to manage our environment and connect our neighbourhoods
- A future spine network of frequent, logical and convenient public transport, and the land use decisions needed to make it happen
- Guidance on the future of infill and redevelopment
- Guidance on the future of greenfield development for housing
- Empowerment and support for rural and township communities.



## A new approach to managing change in our historic city

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

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

City of Ballarat has signed up to an international pilot of a new way of looking at heritage and managing change in historic cities. The pilot is being promoted by UNESCO, a United Nations (UN) body.

This new 'Historic Urban Landscape' approach:

- Starts by asking the community what is important to them
- Accepts things are valuable because the community values them, not just because of a technical or expert interpretation of their value
- Focuses on change - asking questions like 'What change is coming and how will it impact on the things we love about our city?'
- Focuses on working closely with the community
- Stimulates creative and innovative solutions to enable sustainable and equitable change in our historic city.



UNESCO's Historic Urban Landscape approach is holistic and multi-dimensional. It includes consideration of topography, geomorphology, hydrology and natural features; its built environment, both historic and contemporary; its infrastructures above and below ground; its open spaces and gardens; its land use patterns and spatial organisation, perceptions and visual relationships, as well as all other elements of the urban structure. It also includes social and cultural practices and values, economic processes and the intangible dimensions of heritage as related to diversity and identity.

The Ballarat Strategy is helping to implement the new approach. The implementation:

- Started with Ballarat Imagine, asking what was important to you about Ballarat
- Is focused on managing change - in our case the most critical pressures are population growth, land development driven by population growth and social and economic change, an ageing population and climate change
- Covers a much wider range of heritage elements including those most loved by Ballarat's community - Lake Wendouree and our parks, gardens and forests, and Ballarat's historic character, culture and feel
- Will include actions for enhancing our 'historic urban landscape' and improving the way City of Ballarat manages it with our community.

The Historic Urban Landscape approach is woven through many aspects of the development of Ballarat Strategy, and an underlying feature of many recommendations.





## **A new hierarchy of ‘Regional Capital Precincts’ and the infrastructure needed to support their growth**

### **The existing hierarchy is focussed primarily on retail and excludes other key precincts**

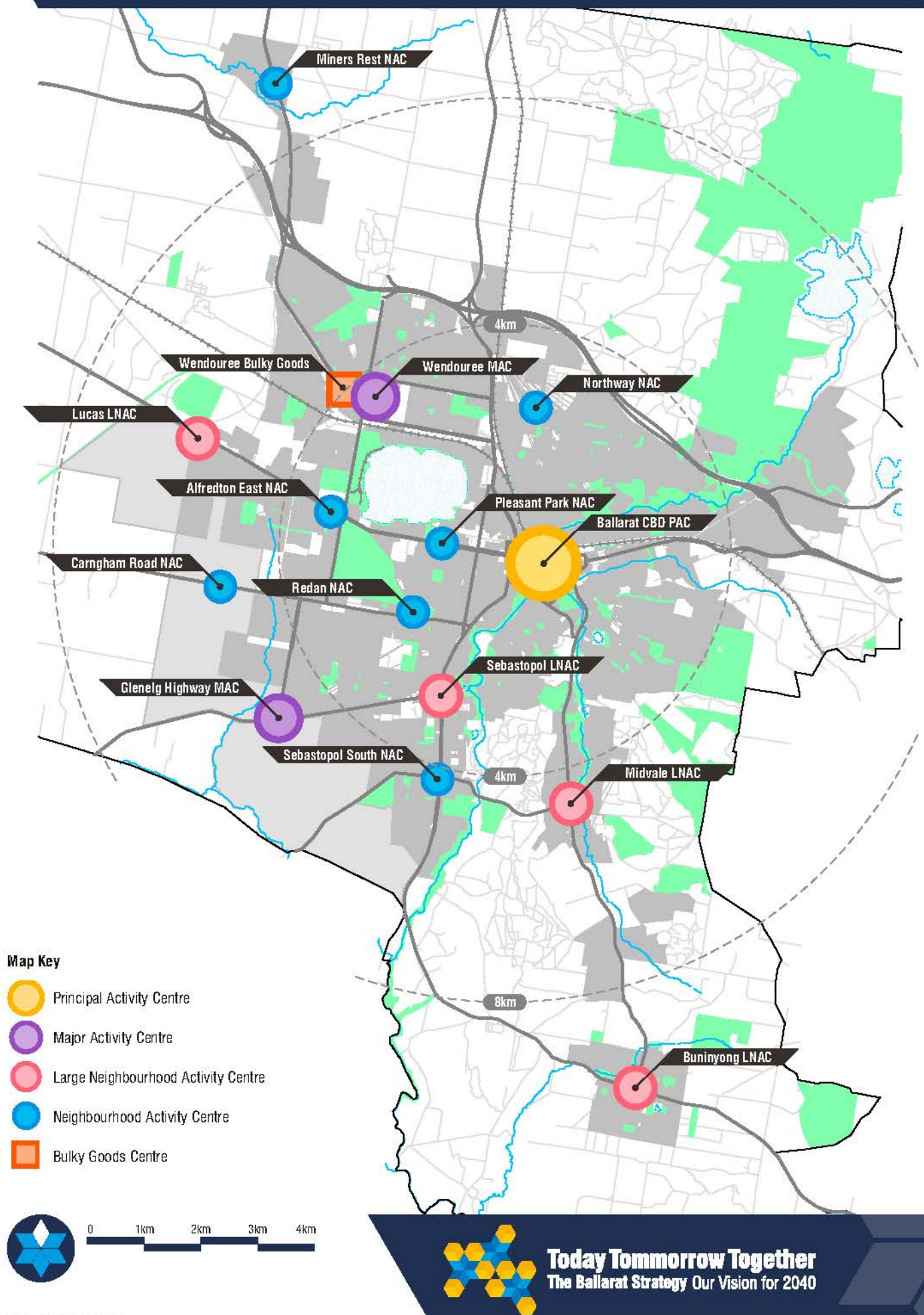
Ballarat currently has an “activity centres strategy” embedded in the Planning Scheme to require certain types of developments to occur in certain commercial locations across the city. This has been very successful in promoting vibrant retail centres and preventing the spread of development in an unplanned and ad-hoc manner. However, this hierarchy is a retail based hierarchy, meaning it deals primarily with commercial nodes of shops, offices and supermarkets but doesn’t consider other key sites such as: Sovereign Hill; Lake Wendouree; Federation University and the Technology Park at Mount Helen; Ballarat West Employment Zone; or the health and hospitals precinct in Mair Street. These other centres are equally, and some cases more significant, in offering the services and jobs to the community, but are not currently considered in the planning scheme as part of a formal hierarchy.

All key centres require recognition through the development of a new and more inclusive hierarchy that builds on the current strategy.

### **The concept of ‘Regional Capital Precincts’**

Regional Capital Precincts are locations across Ballarat offering a service, cluster of business or innovation, or a destination that significantly contributes to Ballarat’s position as the Capital of Western Victoria. These precincts will become increasingly important over the long-term as they attract investment and co-location of ancillary businesses and institutions. A skilled labour pool, enabling infrastructure and convenient public transport will support knowledge sharing and the ongoing development of these areas into increasingly vibrant precincts and popular destinations.

Recognition of these Regional Capital Precincts in the Ballarat Strategy will ensure they are connected and integrated into the fabric of the city. Policy responses for each Precinct will not be one-size fits all, but rather developed over time as tailored, flexible and responsive approaches to enable investment and positive growth and change.



Maps are conceptual only

## Proposed future hierarchy

The new hierarchy, recognising Regional Capital Precincts in addition to the existing Activity Centres Hierarchy is proposed to be embedded in the Ballarat Planning Scheme. This approach would elevate these precincts in decision-making as part of a cohesive policy hierarchy for the city. Precinct specific investigations would be required to identify a clear future vision, land use opportunities and constraints and to determine the infrastructure and policy changes required to support their ongoing growth and development by leveraging off existing opportunities. The existing activity centres hierarchy of principal/major/large neighbourhood/small neighbourhood centres would remain in place, but become nested within a more cohesive and complete hierarchy of centres based on desired significance. Specifically, the new hierarchy proposes the following:

### Regional Capital Precincts

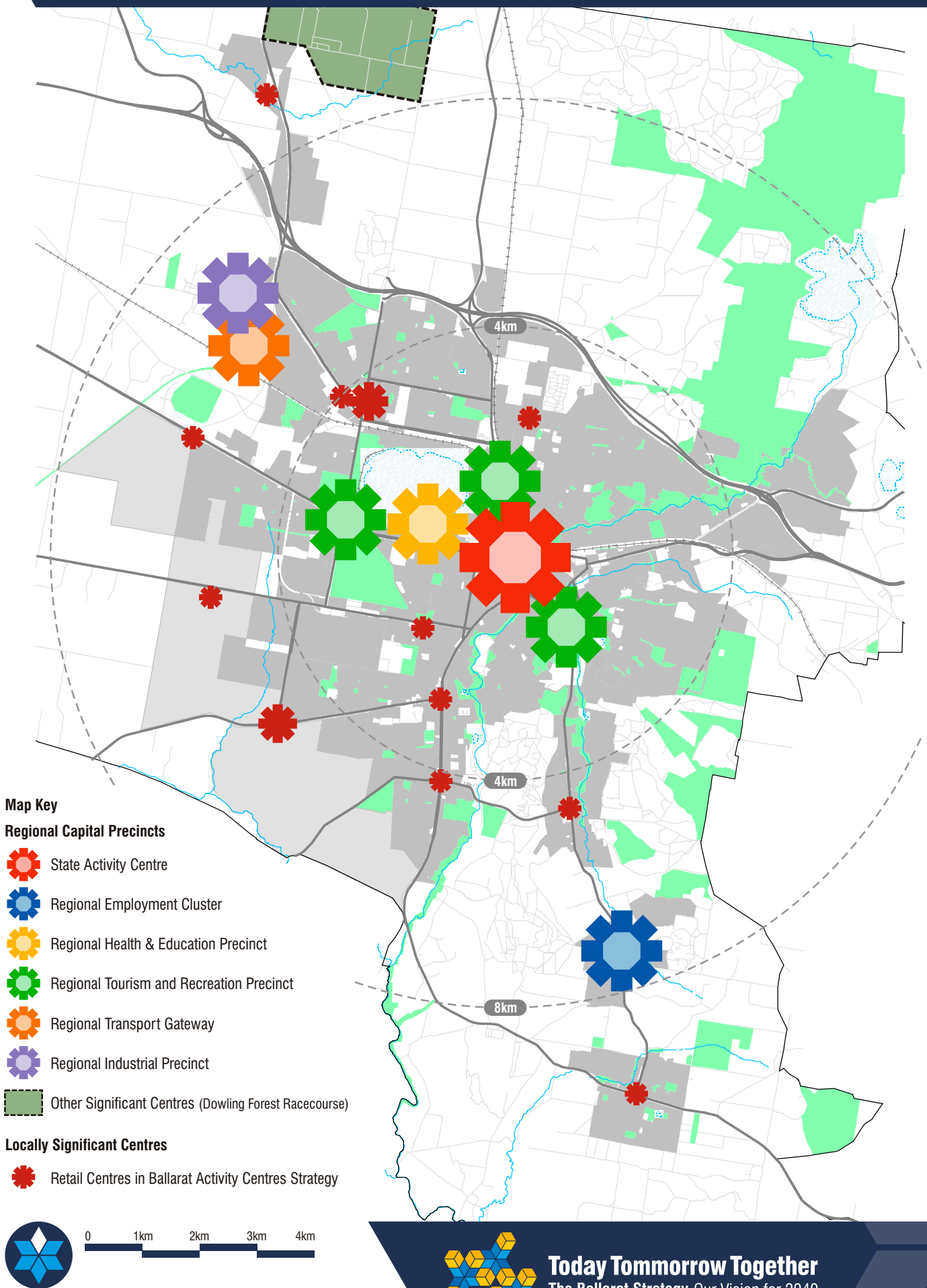
<b>State Activity Centre</b>	▪ Ballarat CBD
<b>Regional Employment Cluster</b>	▪ Mt Helen Technology Park / Federation University Australia
<b>Regional Health and Education Precinct</b>	▪ Mair Street Medical Precinct
<b>Regional Tourism, Cultural and Recreation Precincts</b>	▪ Eureka Heritage Precinct (including Sovereign Hill and M.A.D.E) / Lakes and Gardens Precinct (including Lake Wendouree, Botanical Gardens, Arch of Victory and Victoria Park); Ballarat Heritage and Arts Precinct (based in and around the CBD); and Eureka Stadium Precinct
<b>Regional Transport Gateway</b>	▪ Ballarat West Freight Hub
<b>Regional Industrial Precinct</b>	▪ Ballarat West Employment Zone
<b>Locally Significant Centres</b>	▪ Existing retail hierarchy defined in Ballarat Activity Centres Strategy

It is proposed to implement an approach similar to the State Government's new hierarchy approach for Melbourne, focussing on a new hierarchy of Regional Capital Precincts that are destinations and precincts relevant to Ballarat as the Capital of Western Victoria.

### What does the new hierarchy actually do?

The adoption of this new hierarchy will: influence policy decisions to diversify and expand employment in all centres; leverage off strengths and opportunities; better target council and other investments in areas which will generate the greatest benefits; and focus the role and potential of existing centres onto an agreed long-term vision which identifies the incremental decisions required to reach the long-term goal and bring most benefit to Ballarat and its growing community.

Specifically for Regional Capital Precincts it will involve detailed land use and economic planning to support their ongoing development and growth to full potential.



Maps are conceptual only

### **What about key sectors and destinations not recognised in the hierarchy?**

It is important to note other destinations remain extremely important to Ballarat, even if not specifically co-located within a Regional Capital Precinct or other Activity Centre. Considering education, for example, Ballarat has many schools with long traditions and excellent reputations for quality education. Many rural families in Western Victoria have long relied on Ballarat for high quality education. An increasing number of Melbourne residents are making similar choices, many relocating the entire family permanently as part of a tree-change opportunity with access to a great regional lifestyle, excellent facilities and services and relatively affordable housing. The Ballarat Strategy seeks to continue building on these strengths through a range of mechanisms, to continue to attract new families to the city.

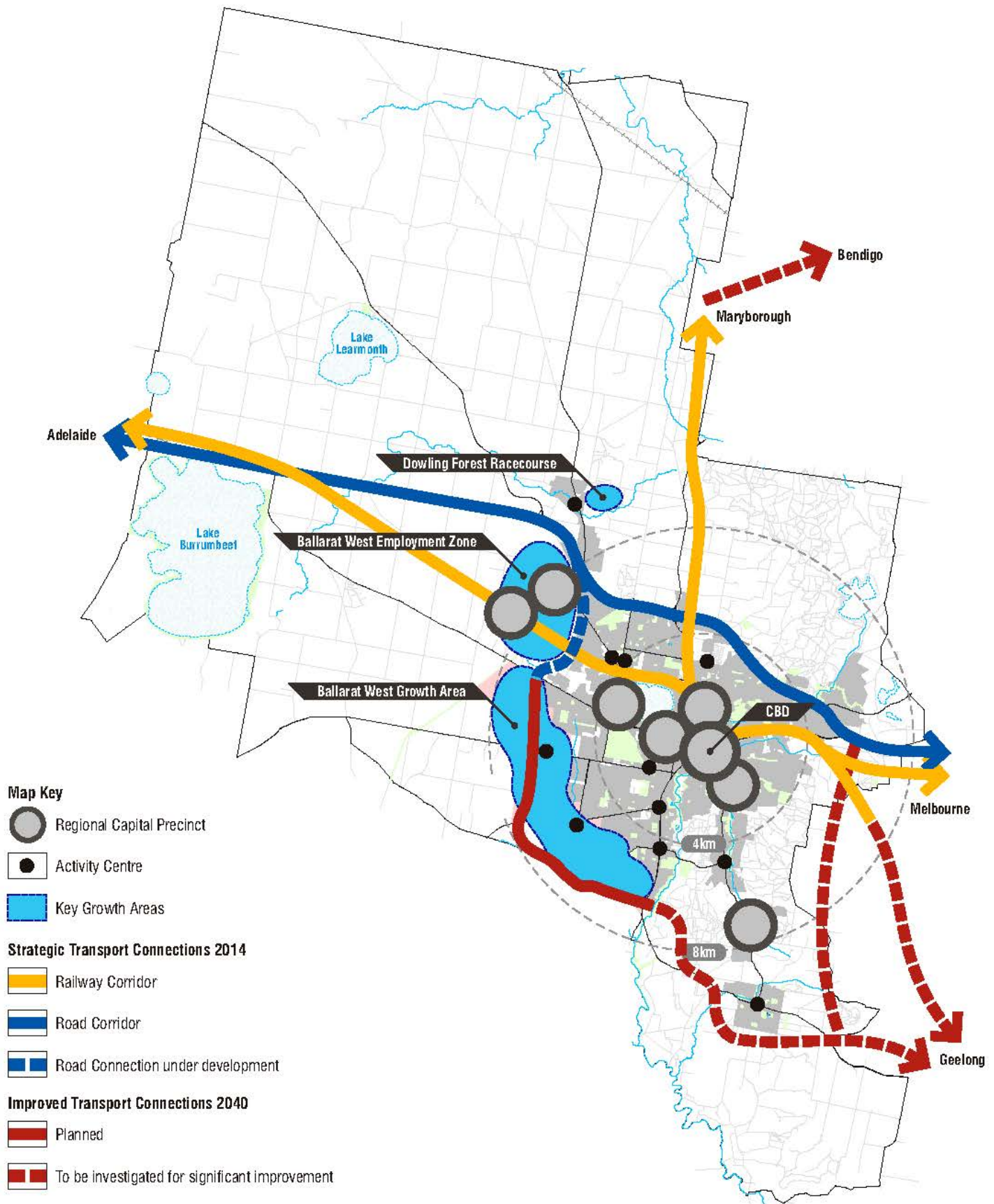
Specifically, the Ballarat Strategy includes a targeted focus on improving local walking and cycling access to local schools, and better connections and integration of them into the structure and fabric of the city. The proposed high frequency public transport spine network recognises, for example, the Sturt Street corridor as a key student destination, and so supports significantly improved access to this area. Lifestyle, amenity and housing affordability are also key considerations of the Strategy, all helping Ballarat to continue to develop as a key education destination.

### **Current infrastructure is important but a long-term sequence of projects is required**

Ballarat is extremely well positioned to take advantage of the high quality freeway linkage to Melbourne and an improving connection through to Ararat and onwards towards Stawell and Adelaide, as well as excellent rail connections for passengers through the Melbourne, Maryborough and Ararat and freight through to the NSW border and into South Australia. The first stage of the Ballarat Western Link Road project has been funded and is under construction, providing much needed connections to the Ballarat West Growth Area and Ballarat West Employment Zone.

However, as the city develops there will be an ongoing need for improved connections to our main markets for knowledge sharing, selling goods, providing services and doing business. Improved connections to centres such as Geelong, Melbourne, Bendigo, Hamilton and through to Adelaide will need significant improvement in line with Ballarat's increasing role as the Capital of Western Victoria, which is a destination for the 500,000 people in Western Victoria to access capital city functions.

Specifically, there are key long-term opportunities to improve road and rail connections to Geelong and Bendigo, support expansion of Ballarat Airport, consider bypass options for Buninyong and improve road linkages east of the city linking Mount Helen with the Western Freeway. A wide range of other city shaping infrastructure priorities have already been identified in the Ballarat Regional Capital Plan. Targeted economic strategies are considered in the City of Ballarat's Economic Strategy, which is currently under development in partnership with this land use plan.



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## Improved road connections

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

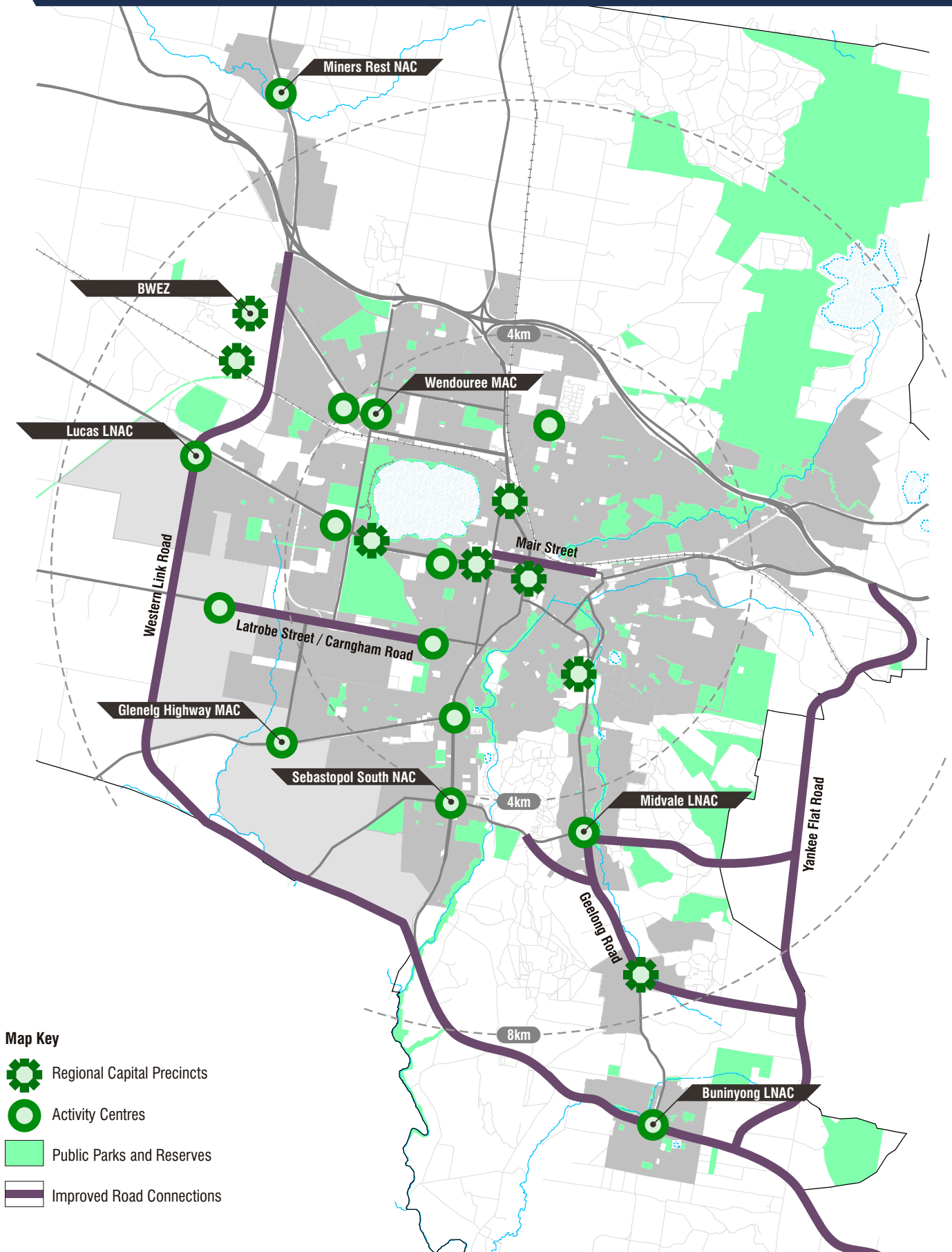
The situation in Australia over the last 50 years has been that as a city grows, traffic congestion worsens and it becomes increasingly costly and time consuming to move around and access jobs, services and other daily needs. Effective long-term integrated transport and land use planning is required to avoid this outcome.

In Ballarat, this is proposed to include:

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

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

Council will continue to work with VicRoads and other key Agencies and stakeholders to better manage the use, capacity and connections of the road network. A range of opportunities to improve road connectivity and accessibility across Ballarat are under consideration.



## Map Key

- Regional Capital Precincts
- Activity Centres
- Public Parks and Reserves
- Improved Road Connections



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## **The '10 Minute City' to guide decision-making**

The '10 Minute City' concept in Ballarat reflects a general desire expressed by the community to maintain existing levels of access to destinations and services even when the city grows over time. Ballarat is currently a '10 Minute City'. At non-peak times it is possible to reach most areas from the centre of town within a 10 minute drive by car. Access to local shops, schools, services and facilities are also very good. That level of accessibility is valued by the community. The challenge over the next 30 years is to maintain that accessibility as the population swells by over 60,000 people and congestion inevitably increases. Planning for a range of transport options is a key element to ensure Ballarat remains a '10 Minute City'.

### **Supporting more diverse neighbourhood centres to reduce the need to travel**

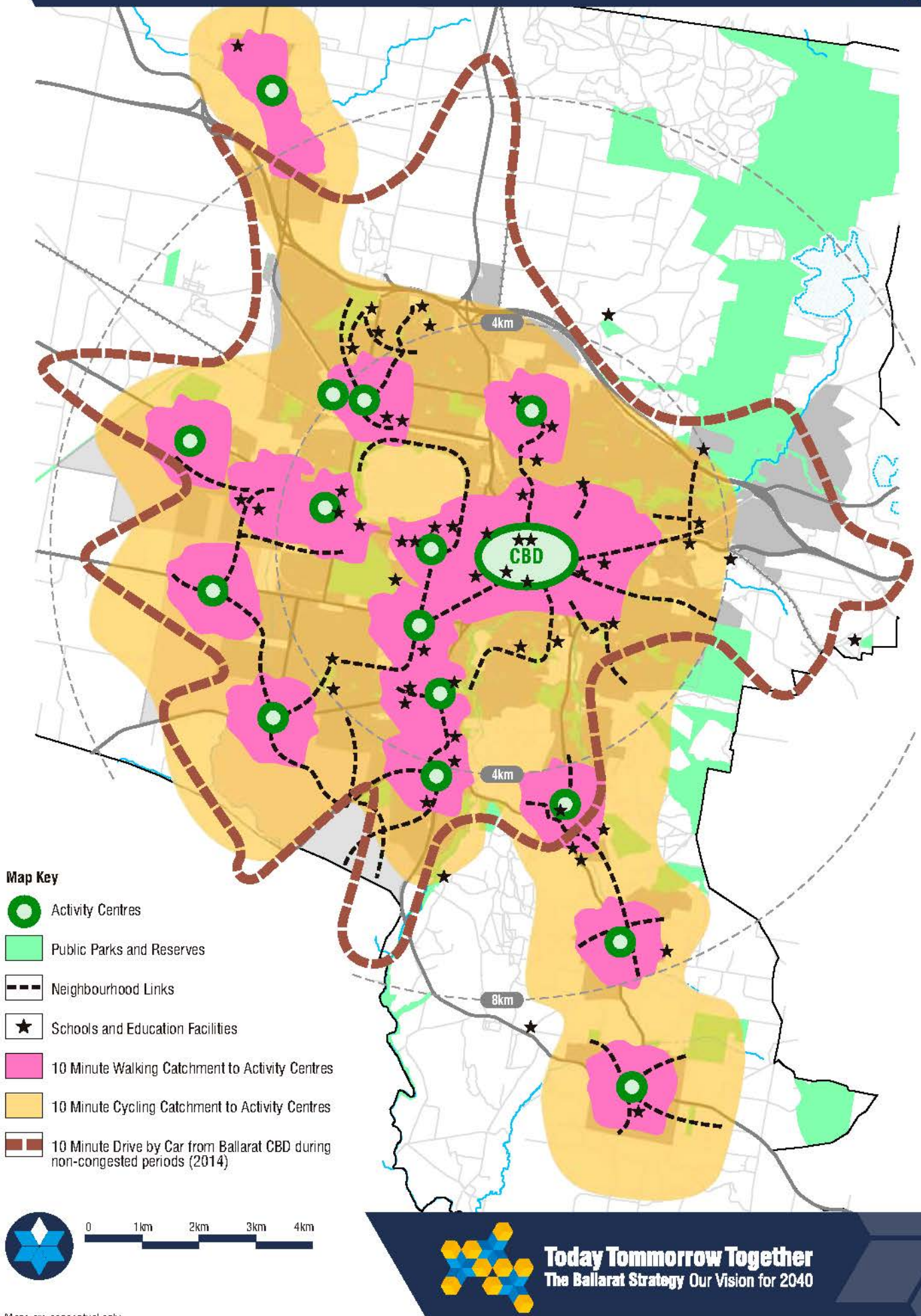
Provision of a wider range of services in local activity centres will be supported. The ability to access more daily needs, locally, reduces the need to travel across the city and limits the impact of congestion on daily trips. Options to encourage increased diversity in local centres are currently under investigation with Council's Economic Development Unit. Planning for community services in local centres is also extremely important, and mechanisms are also under review.

### **Improve local access to encourage walking and cycling**

Making local neighbourhood centres better connected, safer and easier to access can increase the number of residents preferring to walking or cycling to their neighbourhood centre or destination. A high quality cycle route, for example, can provide access to a local school within 10 minutes for a far greater number of children than a link which is difficult to follow, indirect or interrupted. These kinds of accessibility improvements reduce barriers to non-car based travel, and encourage more physical activity and greater social inclusion. Activity in a street also helps with passive surveillance and improved feelings of public safety. The concept of 'neighbourhood links' is discussed in the next section.

### **Making strategic planning decisions based on the '10 Minute City' principle**

More generally, the '10 Minute City' principle is proposed to underpin decision-making on a wide range of land use decisions. It seeks to support ongoing development of a city that promotes good access to diverse local centres for residents and visitors of all ages and abilities, and discourages patterns of growth or dispersed patterns of development which are dislocated from local centres. Greenfield developments in isolated areas, for example, do not enable future residents to enjoy the benefits of the '10 Minute City' and should be discouraged. Holistic planning of new suburbs will ensure provision for parks, schools, infrastructure and services are made as communities develop. Options and mechanisms to reinforce this principle are under currently under investigation.



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## Work with local communities on ‘Neighbourhood Links’

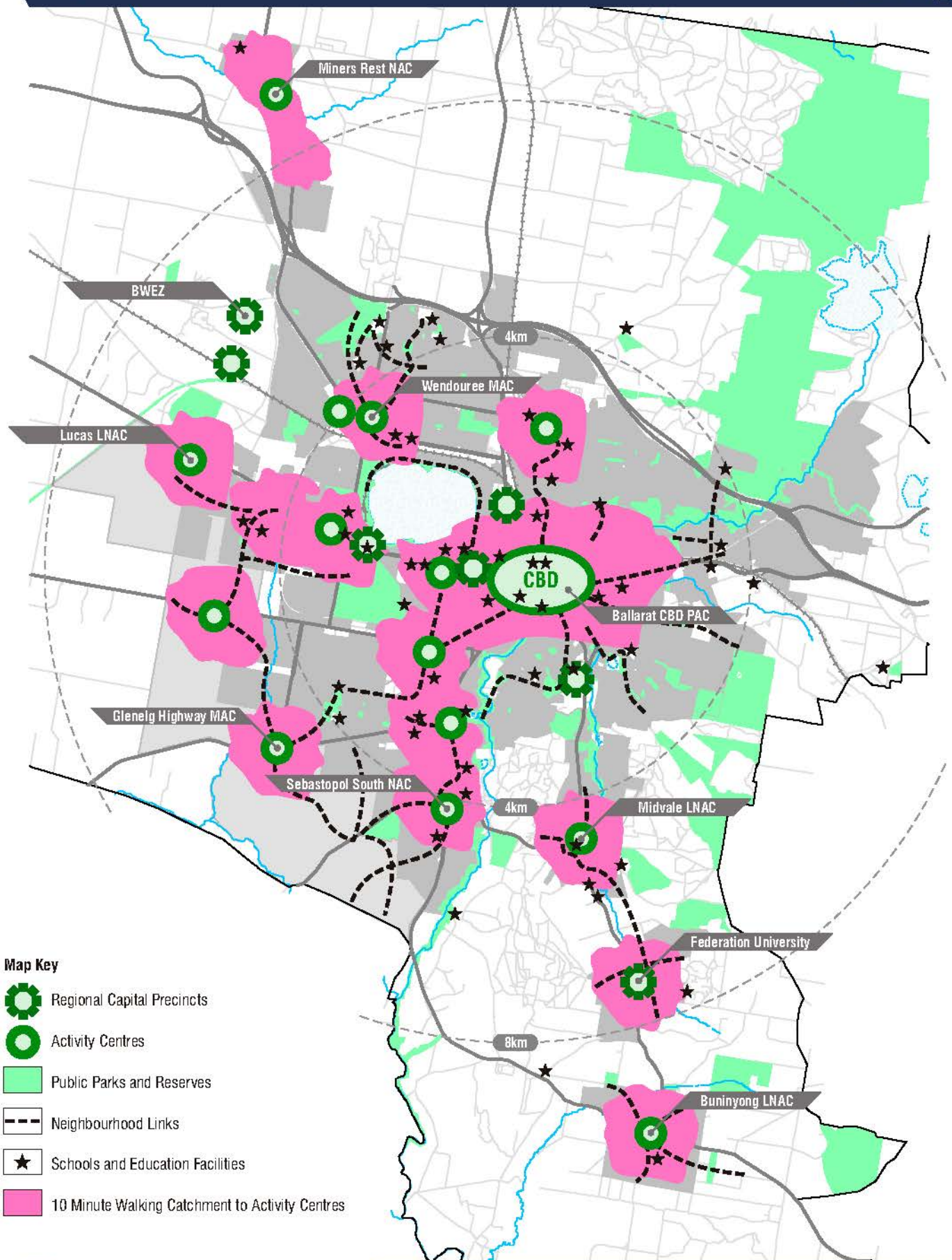
The concept of ‘neighbourhood links’ seeks to make it as easy, safe and as enjoyable as possible to access neighbourhood centres, parks, schools, natural areas and other key community destinations, by walking, cycling or wheelchair. There are also many current links used by communities that are not defined, protected and managed by Council. Working with local communities we can identify these and investigate opportunities to protect and enhance them for the future.

The approach identifies opportunities to improve the safety and amenity of quiet local streets to make it easier to access day-to-day destinations. These links are generally targeted to people living within 10 minutes of their destination by walking or cycling, where the use of a car to access the site is unnecessary. Although a significant number of people walk to work from inner city areas, the overall rates across Ballarat of walking to work (4%) and cycling (1.2%) are very low<sup>2</sup>. As a greater range of services are provided in local suburban activity centres, the number of people walking to these locations should be maximised, and it is these locations that could benefit from the neighbourhood links approach. The rates of walking and cycling to work, and for other purposes should be strongly encouraged to increase significantly. Initiatives to support sustainable transport and planning for local areas should be implemented.

Improving local walking and cycling access is particularly important for Ballarat since, despite good proximity to services, the following is true:

- the number of people using a car for school drop off and pick up is very high, with the overall rate of walking to school quite low, and significantly lower than it was 20 years ago
- the population is ageing and obesity is of real concern
- the current pattern of car use will cause congestion to become an increasing issue as the city grows; this requires changes in behaviour
- parking requirement at key sites is likely to become increasingly excessive and unrealistic.

<sup>2</sup> ABS, Census 2011



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## A new approach to manage our environment and connect our neighbourhoods

Through Ballarat Imagine, the community outlined that parks and open space and Ballarat's natural and recreational areas are critical to the future of the city. The current suite of natural and managed open space areas is highly valued, but there was a desire expressed to better manage and connect them in a more cohesive and logical way.

### Recognise strategic habitat connections

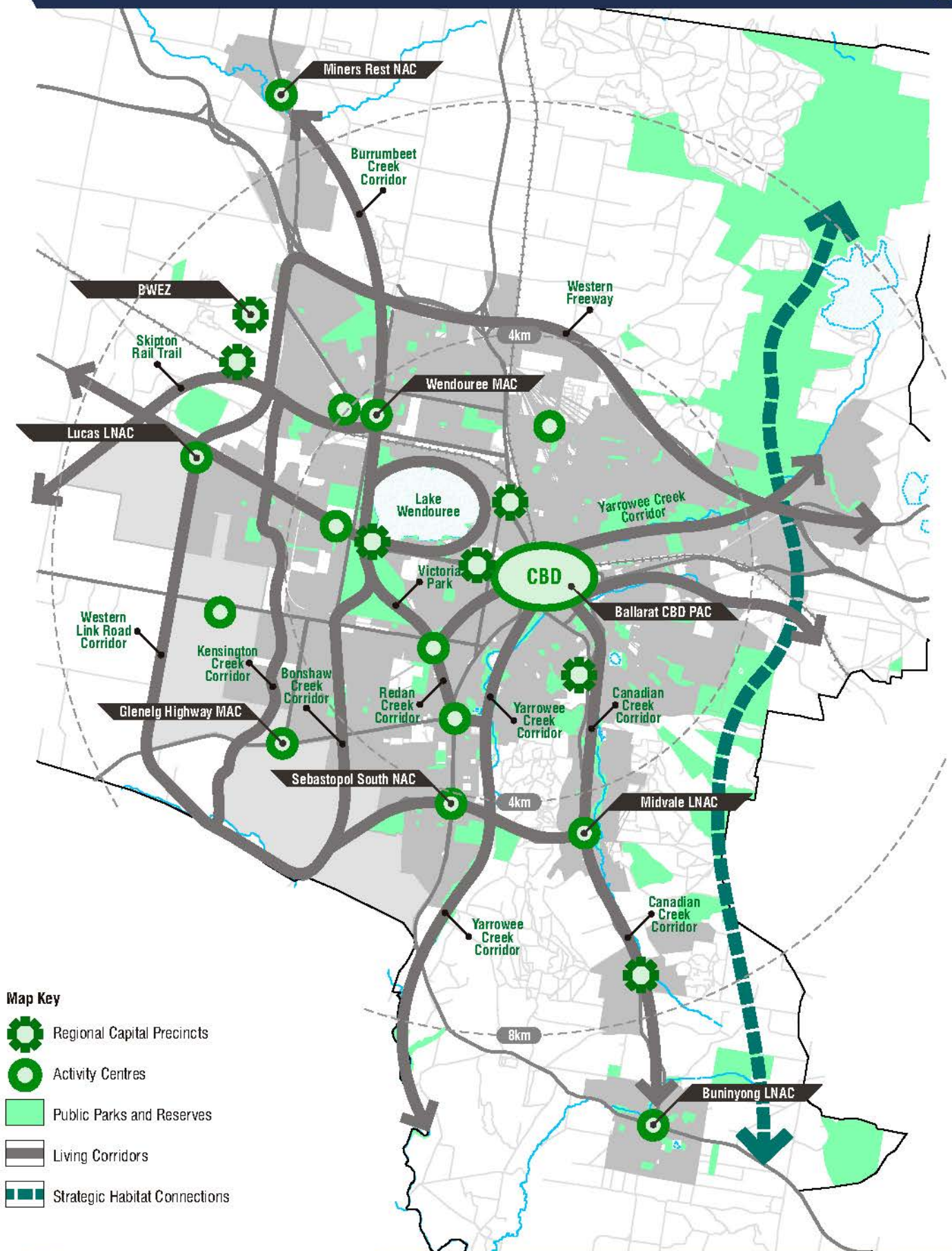
Ballarat is recognised as being located within a landscape scale biolink connection through Central and Western Victoria. The remnant native bush and grasslands allow for the movement of animals and plants through the landscape, linking areas like the Canadian Forest with the Creswick Forests and beyond. There is currently no formal recognition of these connections, nor a clear policy position on how to enhance these connections over the long-term. As development occurs, incremental decision-making within these corridors can make a big difference to the amount of remaining remnant vegetation. Planning controls offer the opportunity to support development outcomes which could enhance and improve linkages of habitat. The introduction of the Neighbourhood Residential Zone into fringe areas of the Canadian Valley is a recent first step in better managing the urban interface with forest areas. A considered and evidence based investigation of further controls to recognise biolink connections is proposed, offering the opportunity to enable land development in a manner reflecting the wider needs and aspirations for the landscape.

### The living corridors concept

A new 'Living Corridors' network of recreational and biological links is proposed to provide for a more cohesive network of connections between natural areas, along rivers and creeks and between key open space and recreational destinations. It expands on the extensive Council and community driven work of the Ballarat LINC Strategy (1996) which has resulted in the Yarrowee River trail and other key linkages that are key connections today for Ballarat.

Ballarat already has an extensive trail network, including the trails follow the Yarrowee River and Burrumbeet Creeks, the Skipton and Bunny Rail Trails and the Goldfields Trail. Further extensions along creek lines have been embedded in the future planning for the Ballarat West Growth Area. However, there are also a number of other areas, including Lake Wendouree, Victoria Park and other smaller natural pockets of open space parks which could be better linked and the management and promotion of those links expressed in a more cohesive way. Opportunities for improved linkages along Ballarat East waterways, and retrofitting of urban waterways such as the Gnarr and Redan Creeks could also provide new opportunities for improved off road linkages and understanding of our natural systems. People, wildlife and vegetation all benefit from continuity of natural areas and strong connections between them, and the introduction of the Living Corridors Concept is intended to link the surrounding natural landscape through the urban environment to natural areas within the city. The Ballarat Open Space Strategy (particularly section 13.4) already identifies major linkage opportunities which are complementary to the proposed Living Corridors. Off road linkages to our satellite townships including Buninyong, Cardigan Village. Miners Rest and Learmonth provide significant opportunity for a more inclusive and enjoyable community in these areas. The improvement of linkages within smaller townships, including Buninyong, Learmonth and Miners Rest are already underway.

In addition to just recreational trails, Living Corridors can also be major streets and public transport corridors linking neighbourhood centres to each other and the Central City, where the tree planting provides habitat and a high amenity connection. Innovative building designs which incorporate garden walls and rooftop gardens, for example, could also contribute. In some cases, a living corridor may not be a single street, but multiple parallel streets serving complementary functions. Living Corridors are valued by the community as critical to the local sense of identity and enjoyable destinations. They are also connections, in that they could offer a high amenity environment, with bike and pedestrian facilities, large canopy trees, resting places and other place-making amenities.



## Map Key

-  Regional Capital Precincts
-  Activity Centres
-  Public Parks and Reserves
-  Living Corridors
-  Strategic Habitat Connections



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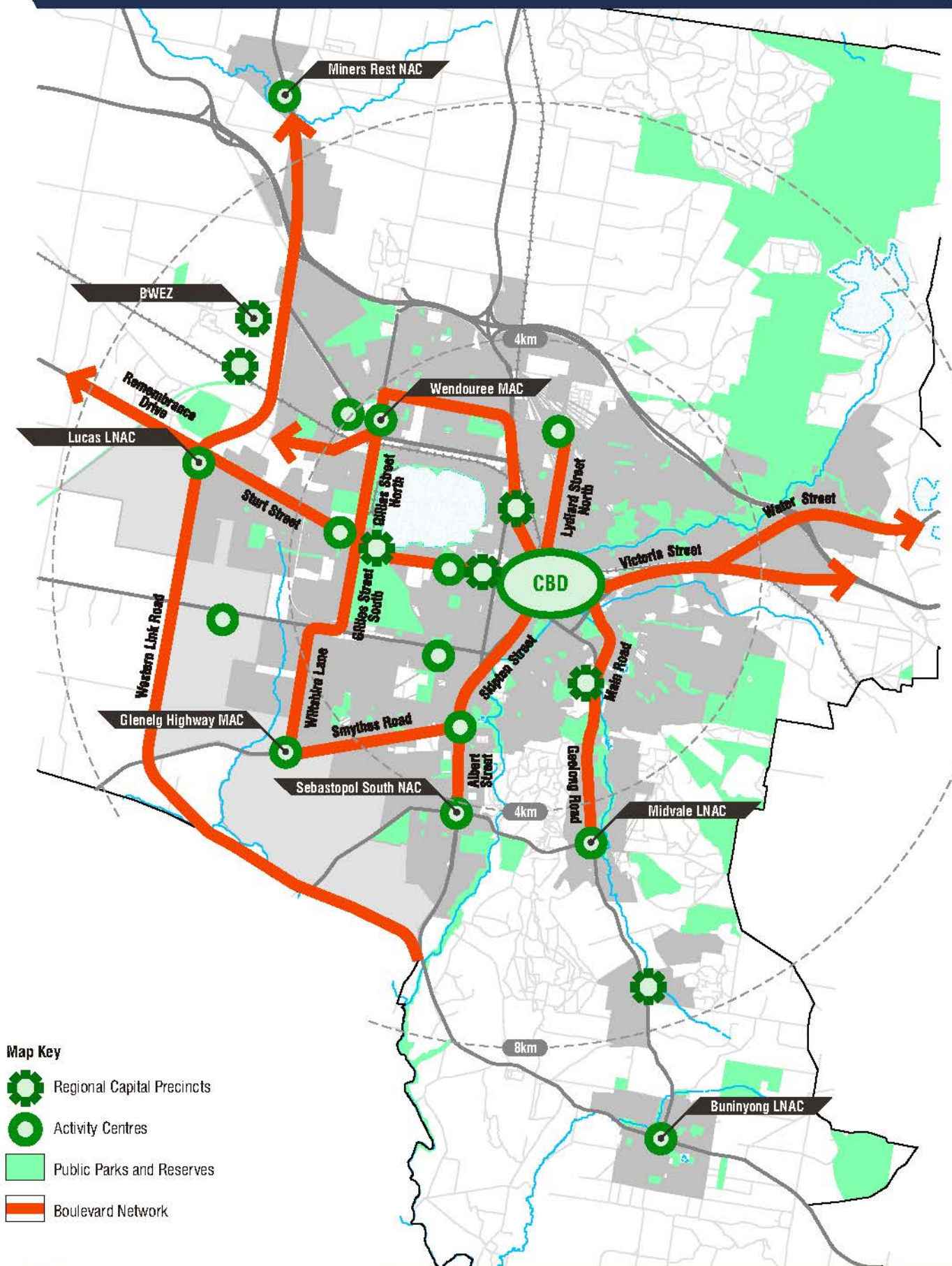
## **An expanded and improved boulevard network**

Ballarat already has a number of iconic boulevards, including the eastern entry to the city along Victoria Street and the nationally significant Avenue of Honour. These are some of the most iconic areas of Ballarat, and provide a sense of identity to the local and wider community. Over the past eight or so years Council has been committed to implementing the Entrances Strategy which generally aims to improve the landscaping and amenity of the major city entrances. Significant tree planting has occurred, for example along the Midland Highway / Creswick Road and Skipton Streets as well as Victoria Street and Learmonth Road / Sunraysia Highway.

It is proposed to incrementally expand this boulevard network to focus on high amenity tree planting between key neighbourhood centres to give a sense of identity to the routes, whilst also considering dedicated and separated bicycle connections to provide safe and direct access between centres. Options being investigated include links such as Norman Street which have significant potential given their width, location and proximity to schools, retail centres and other key destinations.

As Ballarat expands to a city of 160,000<sup>3</sup> people by 2040, boulevards offer the opportunity to support a clear, logical and readily understood structure to the city, linking key destinations and supporting the unique identity of each centre. Areas to the south of the CBD through Sebastopol and Delacombe could in particular see significant benefits from the extension of the boulevard network through their neighbourhoods. New iconic boulevards can also be planned in greenfield developments.

<sup>3</sup> SGS Economics and Planning (September 2014) utilising VIF 2014



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## The urban forest

Ballarat's urban forest comprises all of the trees, other vegetation, soil and water that support it within the municipality. It incorporates vegetation in streets, parks, gardens, river and creek embankments, wetlands, railway corridors, urban spaces, city entrances and private gardens. It relates to both public and private realm trees on land used for the full range of uses. The community values our parks, gardens, green spaces and tree-lined streets.

City of Ballarat undertakes an extensive tree planting program every year to expand the urban forest and off-set the loss of older trees in decline. According to a recent study, Ballarat has 17% tree canopy coverage across the entire municipality, on public and private land<sup>4</sup>. City of Ballarat data indicates approximately 16% canopy coverage on Council owned land in urban areas.

A target of at least 40% urban canopy coverage is currently under investigation for public and private land by 2040. There are many benefits to developing and improving the urban forest including supporting air quality, water management, provision of shade, habitat and nutrient cycling, and providing the high amenity city valued by the residents and visitors alike.

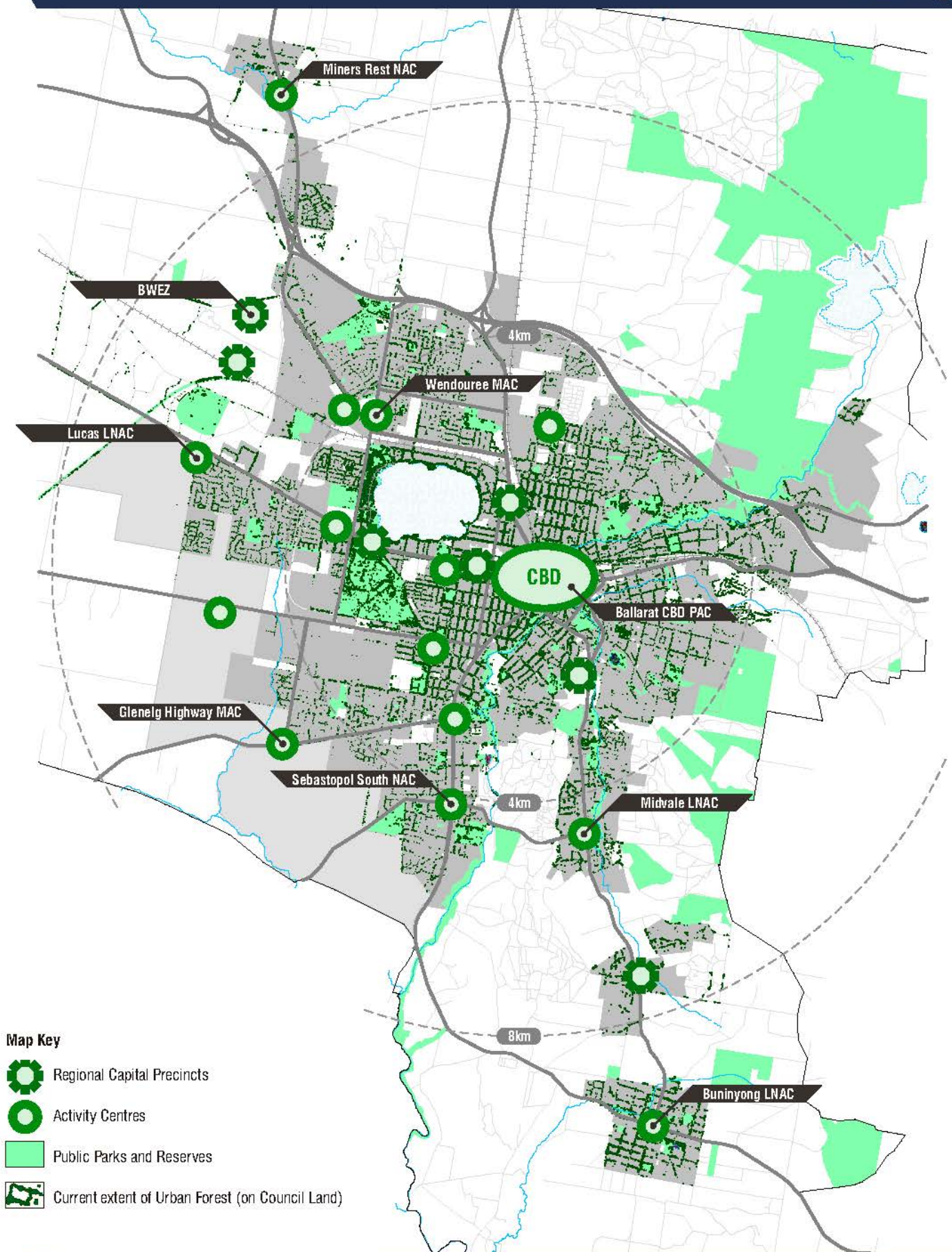
Current work underway in Ballarat related to the establishment of Landscape Character Areas and associated guidelines will assist in guiding the themes of tree planting as part of the Urban Forest.

Generally, the urban forest approach involves:





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

The concepts of Living Corridors and Boulevards are deeply integrated with the Urban Forest approach. Integrated development of these networks as part of a cohesive long-term strategy to improve urban tree cover and environmental components of the city will have wide-ranging benefits for Ballarat.

<sup>4</sup> Benchmarking Australia's Urban Tree Canopy: An i-Tree Assessment (2014) [[http://202020vision.com.au/media/7141/benchmarking\\_australias\\_urban\\_tree\\_canopy.pdf](http://202020vision.com.au/media/7141/benchmarking_australias_urban_tree_canopy.pdf)]



## Map Key

-  Regional Capital Precincts
-  Activity Centres
-  Public Parks and Reserves
-  Current extent of Urban Forest (on Council Land)



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## **A future spine network of frequent, logical and convenient public transport, and the land use decisions needed to make this a viable reality**

Maintaining the current level of car reliance in Ballarat is not sustainable over the long-term. If cars are required for trips at the rate they are today, with a population 60,000 people larger by 2040 then there will be significant issues with congestion, pollution and socio-economic impacts of the rising cost of fuel, capacity issues of road space and parking, and ongoing contribution to climate change. Public transport is a critically important way that the community can continue to grow and enjoy the flexibility of moving around Ballarat in an efficient and convenient way, whilst minimising the social, environmental and economic costs.

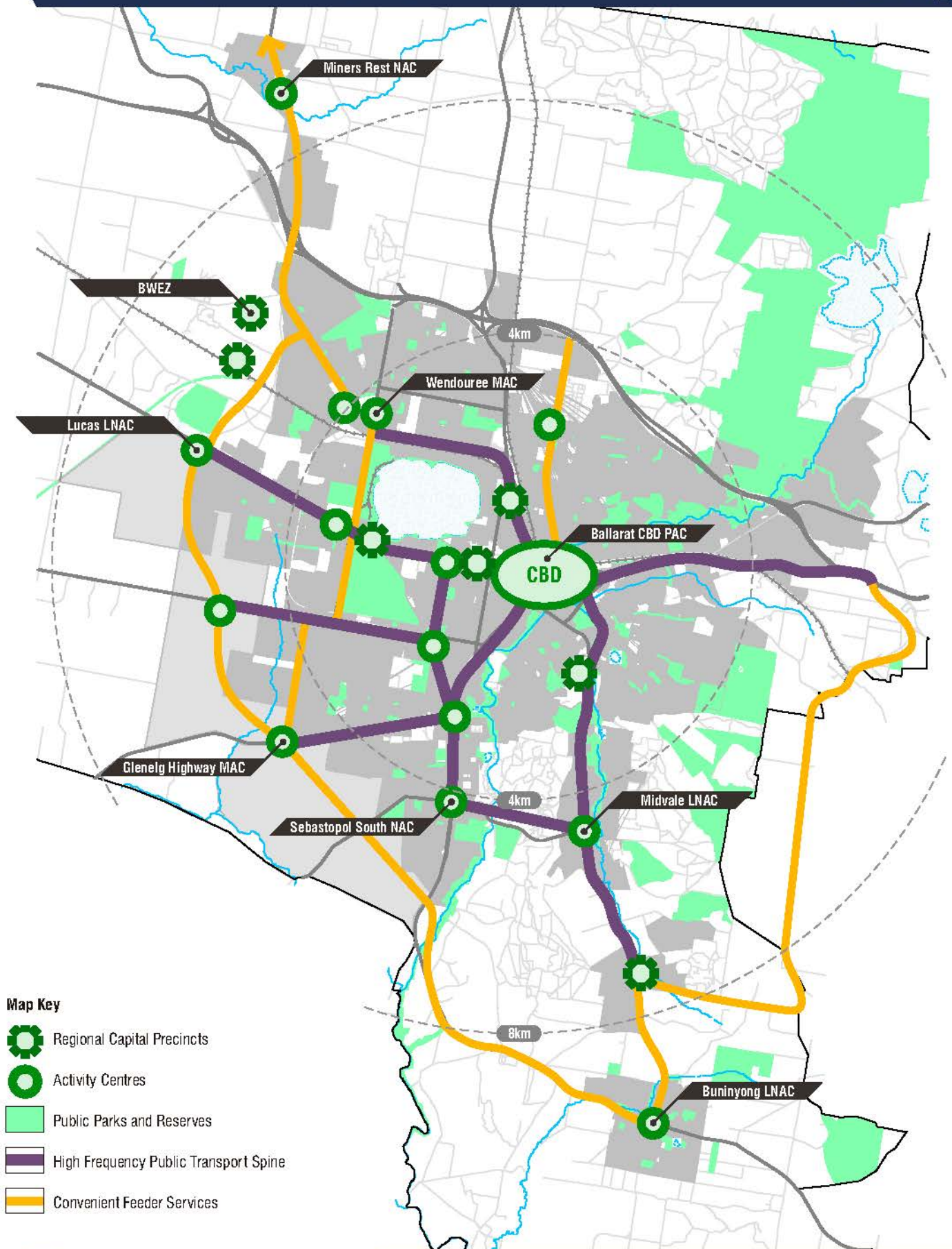
The bus network in Ballarat provides an important social service to the community. Its current route structure services a wide geographic catchment, but its timetabling and route choice limits its attractiveness to a relatively small cohort in the community. Given the relatively cheap cost of parking,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

As the city grows, it is important the proportion of non-car based trips increases substantially to lessen the impact of the congestion associated with additional residents. Better public transport options can enable a cultural shift which is required in Ballarat over the next 30 years towards a community embracing the use of public transport, car-pooling, walking and cycling. Frequent public transport between key nodes is critical to achieving that outcome.

### **Ballarat needs a high frequency public transport spine network between key centres**

Council officers are working with Public Transport Victoria on a concept of a new high frequency spine public transport network, to be implemented in stages over the next 20-30 years. The proposed approach seeks to work towards 5 minute frequency services between key nodes, supported by a system of feeder bus routes from more suburban destinations. The concept would remove the need for a timetable on key routes, providing confidence to the community that they can just walk up to a bus stop and a service will be less than 5 minutes away. Similarly, interchanging in this model is seamless as the frequency provides for minimal time spent waiting for a connecting service. Better co-ordination of timetables between bus and train services further improves the convenience of public transport.

Setting up the proposed pattern of a point to point spine public transport network provides flexibility to upgrade the services over time as demand increases, and makes it more viable to consider bus priority measures in the short-medium term, with a view towards further upgrades to light rail / tram services over the long term if there is sufficient demand. Such an approach would make public transport a preferred way of moving around the city, as the roads become increasingly congested and the cost of running a car and finding parking increases over time.



Maps are conceptual only



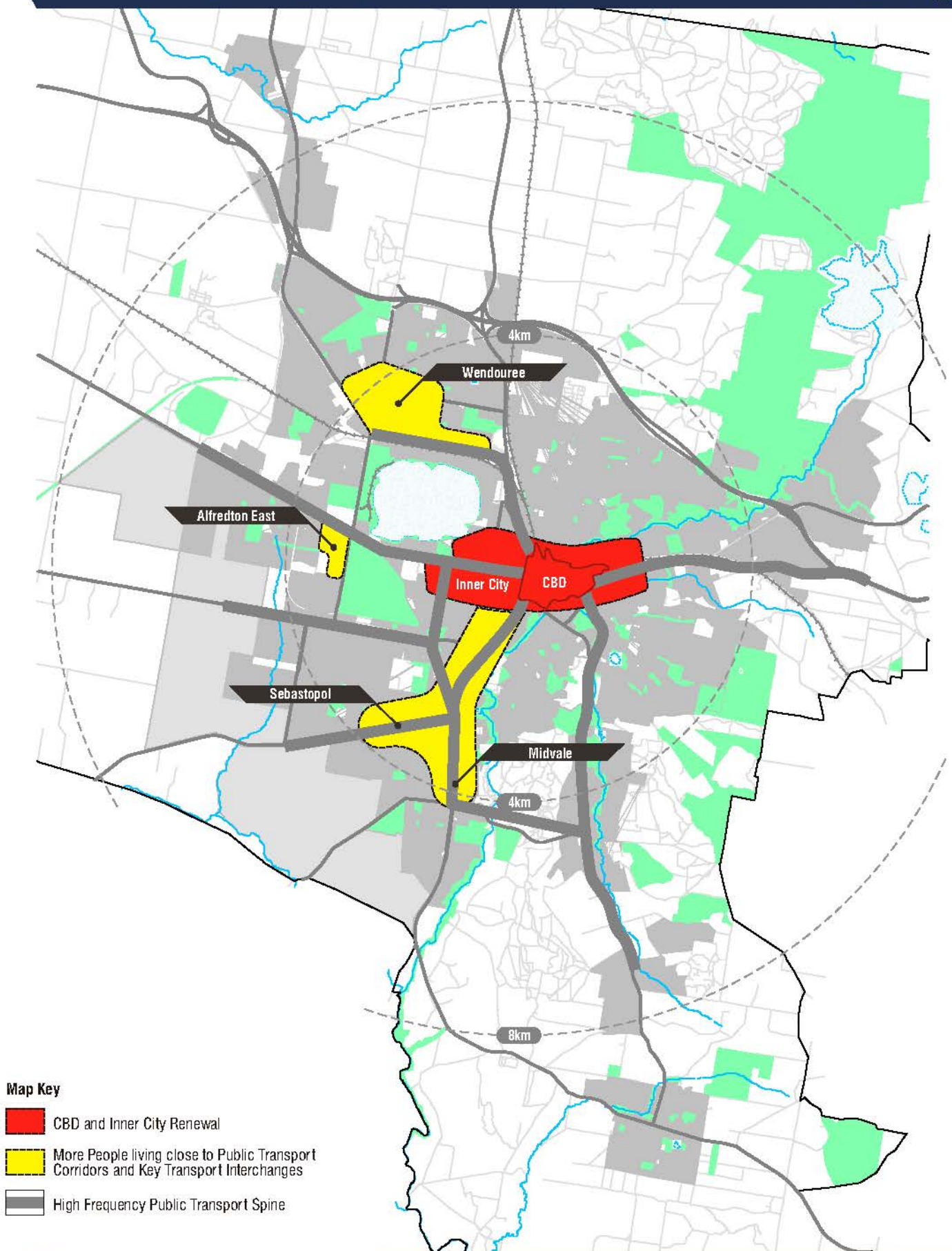
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## **Land use is the key to making public transport services viable**

The provision of public transport in Ballarat is funded by the State Government, however Council decision-making can have a significant influence over the viability of the public transport services the community have told us they want. By supporting more infill development and higher density housing around activity centres and along key public transport corridors, the number of people potentially using the services can be significantly increased. This improves the viability of providing additional services, and brings forward the time at which the new services could be justified. Similarly, encouraging growth of commercial and office developments in clusters helps support greater patronage to justify a high frequency public transport link to a specific location. Growing the city in a pattern where more residents find public transport a convenient option for day to day tasks and to access jobs and services has the dual advantage of encouraging greater use of existing services and helping justify increased frequency over time.

Council also has a significant role to play in making the use of public transport more attractive. The current rates of driving and parking at key employment destinations (such as the CBD) is unsustainable as the population grows and so the cost and provision of parking in key centres will have a strong influence over public transport use. Specific options for encouraging increasing use and viability of public transport services is currently under investigation.

Generally, increasing numbers of people are to be encouraged to live in proximity to the spine public transport network right across the city. Areas around Wendouree, Alfredton East and through Sebastopol are already recognised in the Ballarat Activity Centres Strategy as areas where additional people could support more viable centres. Mechanisms to better support more people living within walking distance to the entire high frequency public transport spine network are under investigation.



## Map Key

- CBD and Inner City Renewal
- More People living close to Public Transport Corridors and Key Transport Interchanges
- High Frequency Public Transport Spine



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## **Investigation required of additional railway stations, potentially offering improved park-and-ride access east and west of the city**

Ballarat is currently serviced by the Ballarat Railway Station in the centre of town, and Wendouree Railway Station. These two stations are heavily utilised for commuter trips to Melbourne, and for linkages to Maryborough and Ararat. They are already under pressure for additional car-parking at both sites to cater for growing demand. Although the community has told us they want Ballarat to remain an independent city with local jobs rather than be reliant on commuting to Melbourne (currently less than 5% of the population commute to Melbourne for work<sup>5</sup>), the number of people using the rail link between Melbourne and Ballarat will inevitably continue growing over time, as well as increasing usage by visitors for internal trips within the city itself.

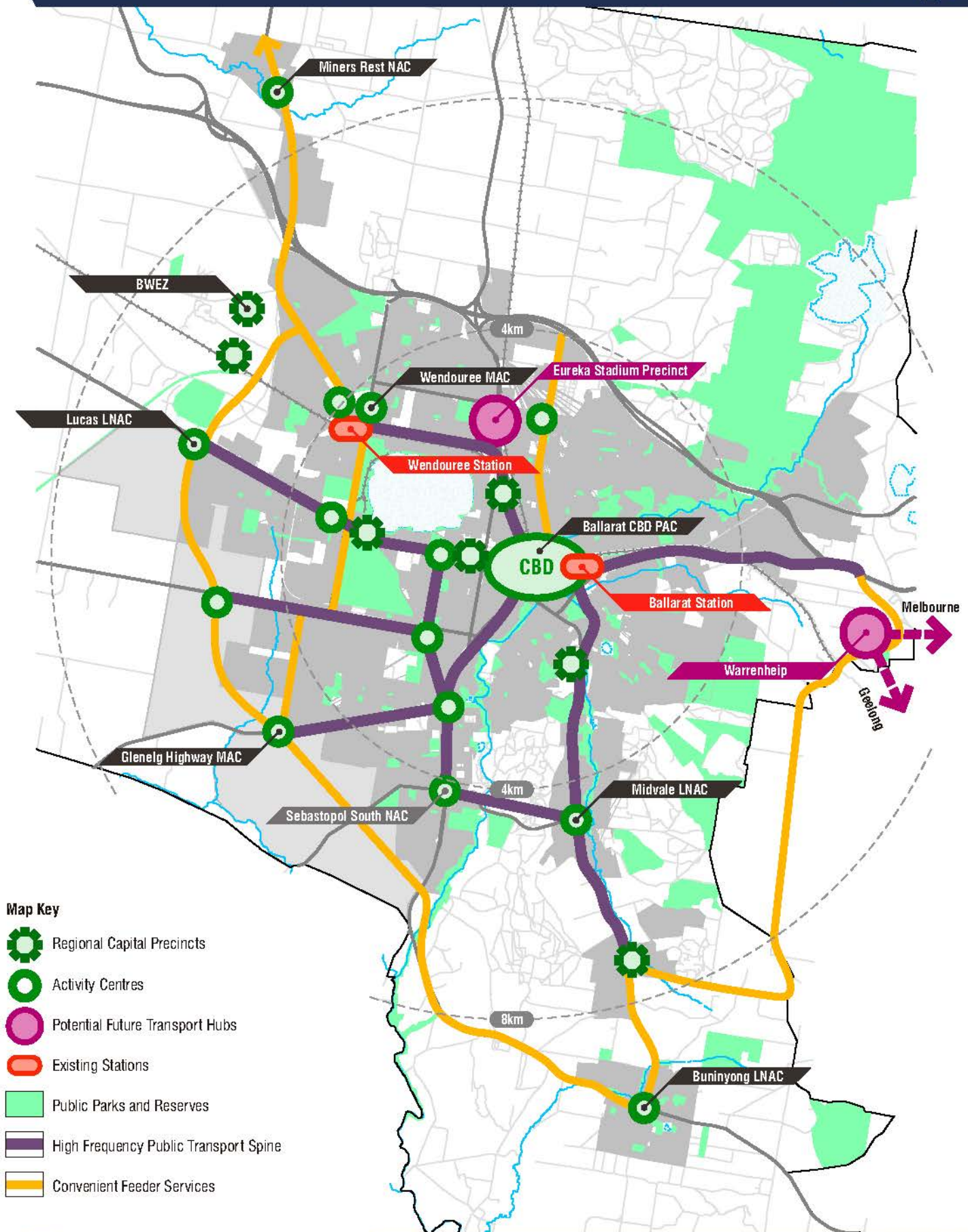
In a city of approximately 160,000 people by 2040, the stations will need to be generally accessed by feeder public transport services, cycling or walking as the current rate of parking provision would require an unrealistic amount of car-parking at each site. Given the strengthening role of Ballarat as the Regional Capital, there will also be a need for regional park and ride opportunities outside of these two stations, and options for additional stations along the existing railway corridors are under investigation.

In terms of expanding the railway station network, new stations at Warrenheip and near Eureka Stadium are considered worthy of investigation. A station at Warrenheip, for example, could form part of a new vision for development in the area and offer the opportunity to act as a transport hub in the east with direct and frequent connections between Mount Helen and the Western Highway, and through to Melbourne. Land use change in the area immediately surrounding any new station would be an important consideration. It will be important to explore any land use change with the local community and with the neighbouring Moorabool Shire.

Rail access to the Eureka Stadium Precinct would provide a significant boost to the area as a developing centre for major sporting events. A railway linkage and intermodal transport hub in this area could also act as the centre for future urban renewal.

These options, and others, require feasibility work over the medium term to investigate their viability. As per the provision of bus services, Council has an important policy and land use role to play in developing a pattern of land use that makes new stations a logical and justifiable addition to the transport infrastructure in Ballarat over time. Council would work closely with Public Transport Victoria on the feasibility of future public transport opportunities.

<sup>5</sup> ABS, Census 2011



## Map Key

-  Regional Capital Precincts
-  Activity Centres
-  Potential Future Transport Hubs
-  Existing Stations
-  Public Parks and Reserves
-  High Frequency Public Transport Spine
-  Convenient Feeder Services



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## Guidance on the future of infill development

Ballarat is growing and changing all the time. All areas of the city have done and will continue to evolve over time. There are certain areas, however, where growth and development can have city-wide benefits in making Ballarat the type of city the community have told us they want it to be. These 'priority areas' are areas where Council has a particular role in setting the policy direction to make sure development best supports a long-term vision and maximises the wider benefits.

### What is the vision for CBD and inner city renewal?

The CBD and inner city areas are identified in the existing Ballarat CBD Strategy as highly suitable for higher density housing. This outcome would help make the area more dynamic and vibrant, with widespread benefits for the economy and residents who would have access to an increasingly lively centre for entertainment, retail and services. Further implementation of the CBD strategy is critical going forward and should embrace and enhance those things that make Ballarat's CBD highly valued by Ballarat's community in Ballarat Imagine.

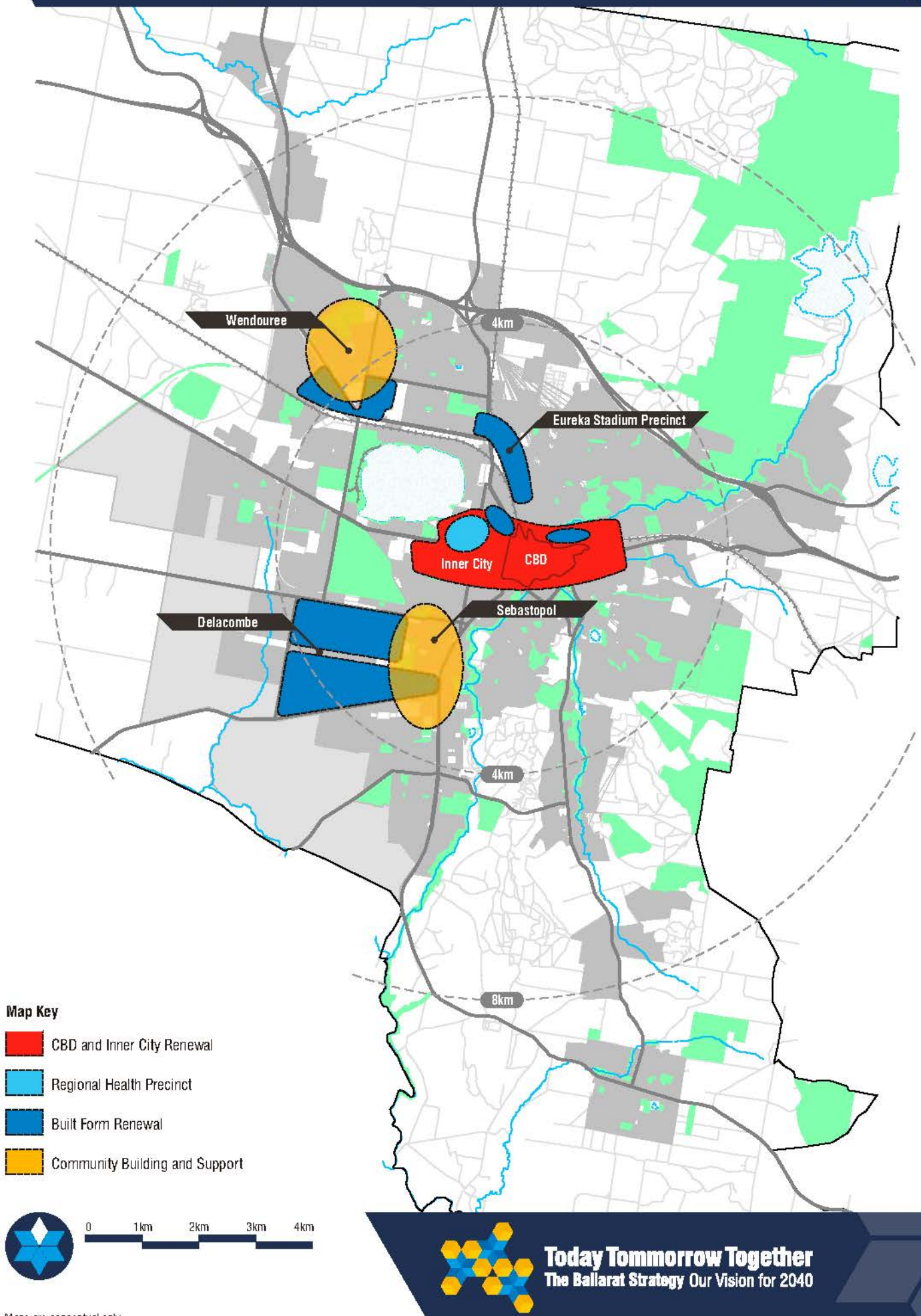
### Where are the potential urban renewal precincts?

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

Precincts are being investigated close to the CBD fringe near Creswick Road and near Eastern Oval; in current industrial sites in proximity to Howitt Street and Creswick Road, as part of a wider Eureka sporting precinct; and in socially disadvantaged areas of Wendouree and Sebastopol where renewal and revitalisation could lift community living standards. These areas offer significant potential over time to provide for more housing, jobs and activity.

### Where are priority areas for intensive and diverse development?

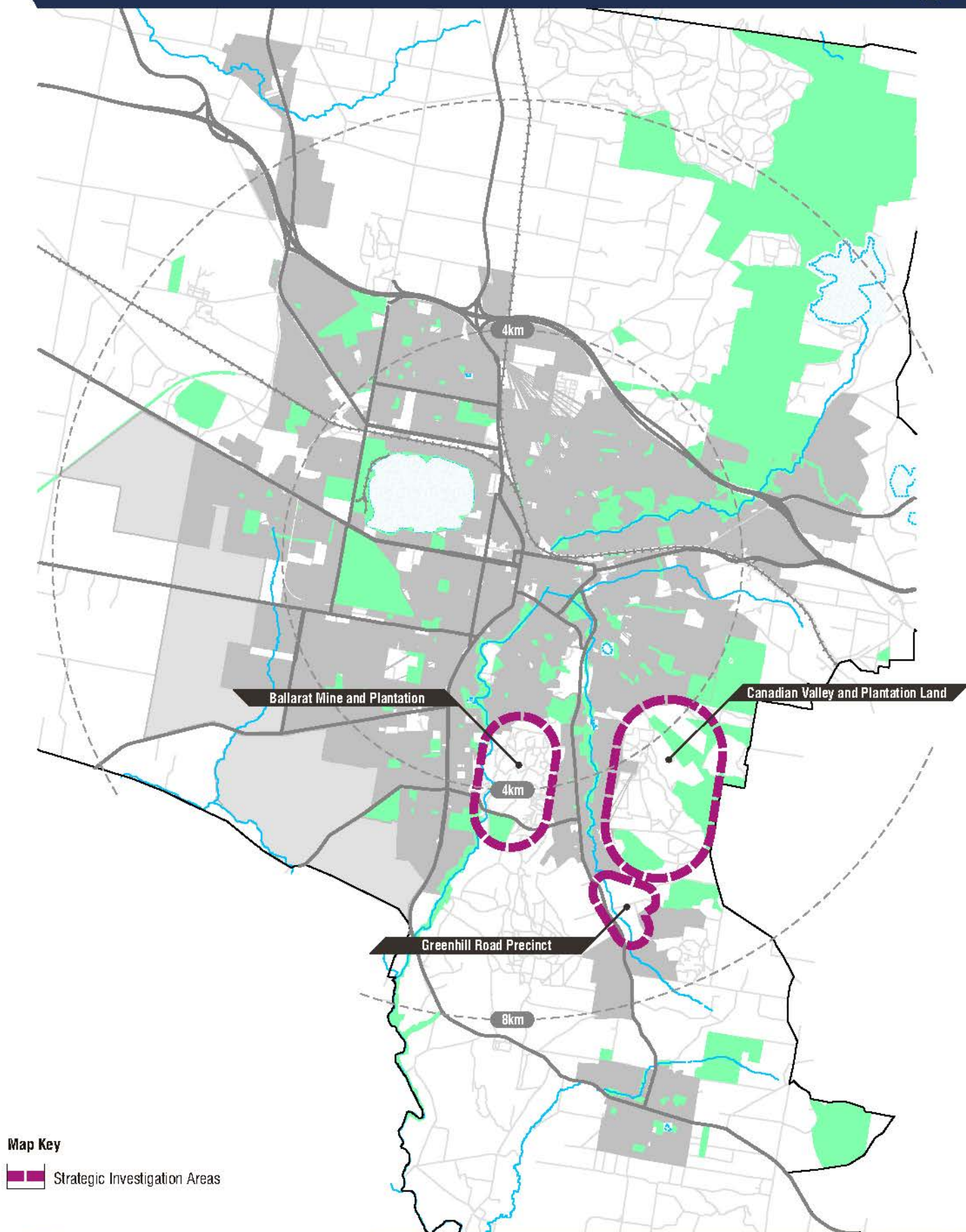
Growth in density and diversity of housing along priority public transport corridors maximises the potential for a rapid-transit style public transport network in Ballarat. Getting more people in these corridors in Ballarat is crucial to achieving the long-term high frequency spine transport network. This type of development can be highly sympathetic to heritage values and does not mean high-rise developments. It can be a matter of larger lots supporting more detached houses, or sympathetic low-rise flat and apartment developments. Areas proposed for this type of change and the forms of potential development are under investigation, but are envisaged particularly for areas through Sebastopol and Delacombe, in the vicinity of Alfredton East activity centre and through extensive areas of Wendouree.



Maps are conceptual only

### **Where are the strategic investigation areas?**

There are some areas where the future use of the land is unknown, including the Canadian Valley plantation land owned by the State Government, the pine plantation surrounding the Ballarat mine site between Sebastopol and Mount Clear, and the area of farmland between Mount Helen and Mount Clear around Greenhill Road. These areas are to be designated as “Strategic Investigation Areas” in recognition of the fact they are likely to need a clear direction over the life of this plan, but are considered longer term sites requiring significant feasibility assessments to understand their potential future use. The views of relevant land owners and the wider community would form the basis to any future vision for these areas.



## Map Key

 Strategic Investigation Areas



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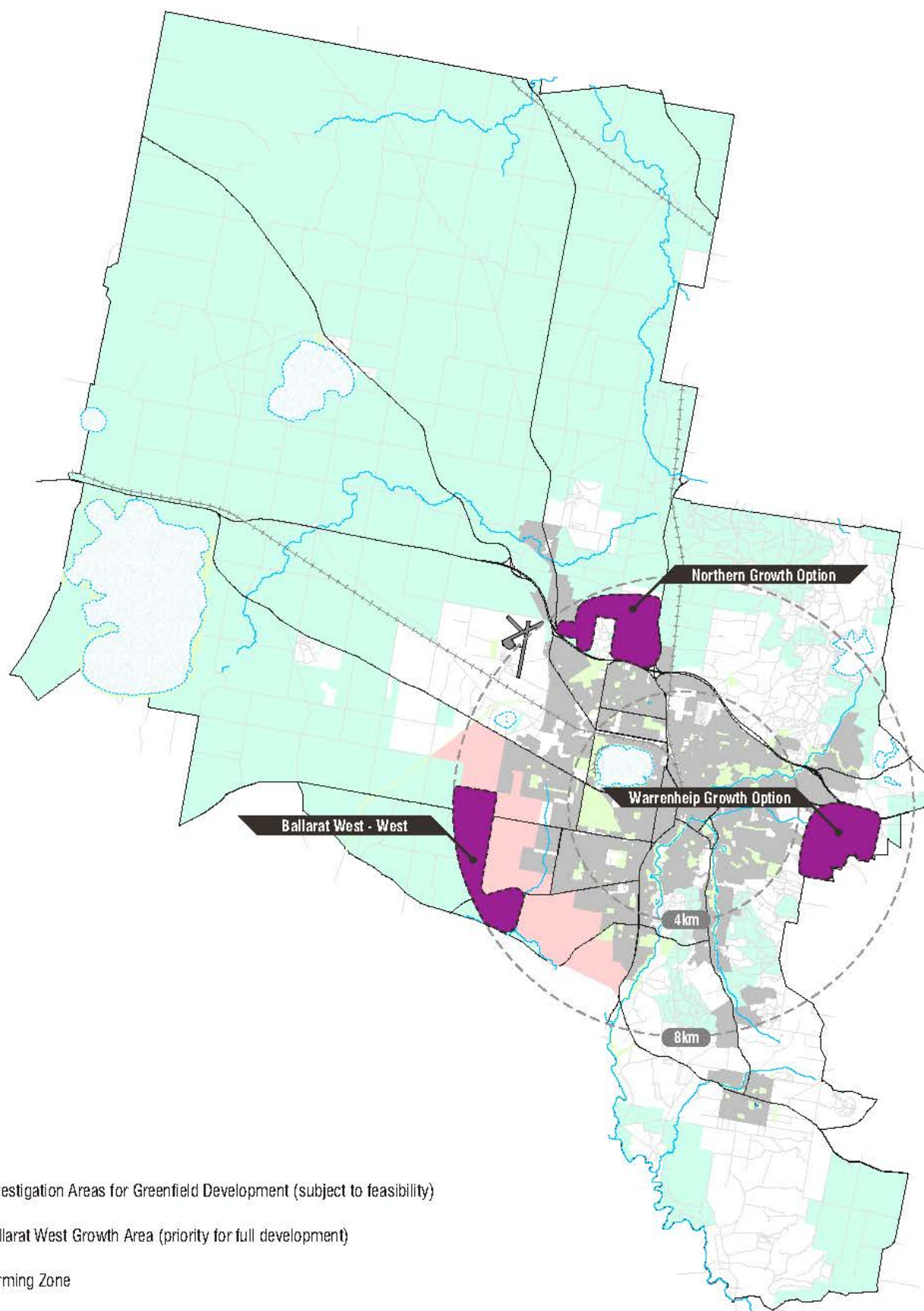
## Guidance on the future of greenfield development for housing

The Ballarat West Growth Area is the principal greenfield development area in Ballarat. It represents significant land supply (20-30 years) in an area covered by two Precinct Structure Plans. Developments in this area are required to contribute to the funding of the required investments in roads, public parks, community facilities and other important features of a new community.

Long-term future options for additional greenfield growth areas are being considered as part of the Ballarat Strategy because it is recommended at least 15 years of greenfield supply should be available at any time to enable proper functioning of the property market. Although Ballarat has significant Greenfield supply available at the moment, it is expected this supply will approach the 15 year minimum threshold over the life of the Ballarat Strategy as the Ballarat West Growth Area is developed. It is important to strategically assess the next phase of greenfield development after Ballarat West.

Council also regularly receive enquiries for greenfield development opportunities across the Municipality which could benefit the community if they offer a different market product which is not available in the Ballarat West area. Clarity to the community and development sector is required through Ballarat Strategy as to how Council will consider greenfield supply going forward.

Over the short-medium term, feasibility assessments are proposed to be undertaken to identify the relative merits of medium – long term greenfield development in targeted areas meeting the '10 Minute City' principle. These areas include land west of the current Ballarat West Growth Area, land to the north of the Western Freeway in the vicinity of Miners Rest and at Warrenheip. Given the feasibility of these areas will be tested subsequent to the Ballarat Strategy being completed, it is proposed the Ballarat Strategy incorporate strategic criteria into the Ballarat Planning Scheme to provide clarity and guidance to both the community and development industry as to how Council will assess the relative merits of future greenfield development proposals. The criteria are currently under development.



0 2km 4km 6km 8km

Maps are conceptual only



**Today Tommorrow Together**  
The Ballarat Strategy Our Vision for 2040

## **Empowerment and support for rural and township communities**

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

Over the next 30 years the township and rural communities are not forecast to grow significantly, but they are expected to change. Agriculture is trending towards larger farms and more innovative use of technology, which employs fewer people. The average age of farmers is also continuing to increase. Less people are expected to be working on farms in the municipality in 2040, but more people are expected to be living in the townships, as people seek to continue living in their local community, even when no-longer on a farming property. As the city grows, there is also expected to be increasing pressure on township areas in terms of new residents seeking lifestyle properties in rural and township areas. Council has a significant role to play in supporting township areas to manage change, and protecting the agricultural land which is highly productive and crucial to the long-term sustainability of the region.

Whilst the Ballarat Strategy intentionally focuses on addressing the challenges of rapidly growing and changing areas out to 2040, it is important to commit to the ongoing empowerment and support for managing the inevitable change in rural and township communities.

### **Township empowerment**

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

### **Supporting local business and services**

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

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

### **Better connecting townships through both physical and digital initiatives**

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

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

### **Protecting the local values of township areas**

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

Where appropriate, new residential zones may be considered in particular areas to reduce the intensity of new development, in alignment with its established township character.



## Managing lifestyle property demand in rural areas

Non-contiguous development, often found in areas of rural living, is a relatively expensive form of housing to service<sup>6</sup>. Whilst often sought after by property owners keen to realise the financial rewards of subdividing for rural living, the burden of that cost is borne by all other ratepayers in the Municipality. Even if properties are to be serviced with septic tank systems and no reticulated water, the costs of maintaining rural roads and other related services can be far in excess (on a per capita basis) than development of urban developments across the city. Council frequently receives requests from landowners seeking this type of outcome for their land.

There is already substantial acreage of undeveloped Rural Living Zone land within the region to support lifestyle choice. Ballarat contains significant supply alone, whilst Golden Plains Shire has extensive land similarly zoned proximate to the Ballarat West growth area. Over the short-medium term, rural lifestyle development should be encouraged in areas already zoned Rural Living Zone, with additional supply only to be considered over the long term.

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

In terms of lifestyle properties in rural areas, the Ballarat Rural Strategy clearly articulates the proposed long-term management of land use challenges in rural areas. It continues to be supported as the key strategic land use framework for rural areas.

## Townships to benefit from the '10 Minute City' approach

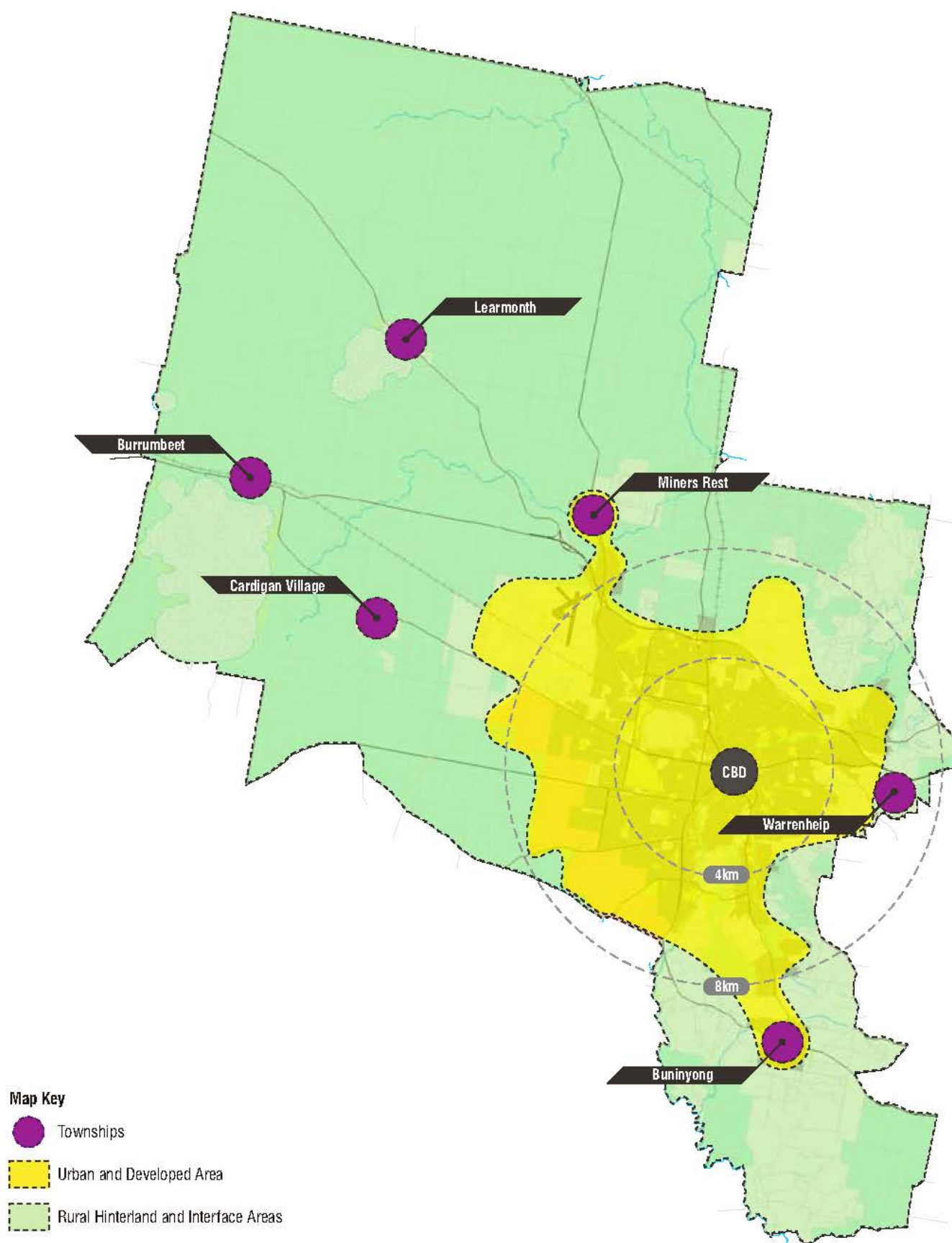
The '10 Minute City' guide to decision-making is a key concept of this Preliminary Ballarat Strategy. It acts as a guiding principle to decision-making that supports the ability for residents of Ballarat to be able to do more of their day to day shopping, accessing of services, and business in local neighbourhood centres. It also promotes the improvement of walking and cycling connections in local neighbourhoods so residents find it easier to move around and reduce the need to use the car for short-journeys.

This principle is equally as relevant to the rural and township areas of the Municipality as it is for the urban centre. Improved ability to move around township and rural areas supports a more inclusive and active community. People enjoying themselves in the streets and in local parks supports greater social inclusion. For the elderly and those with difficulties moving around, improvements in footpaths and road crossing points can improve confidence and independence.

Greater diversity of services and businesses in suburban locations also brings those services closer to the hinterland areas, potentially reducing the distance required to drive to access them. The essence of the '10 Minute City' is that the community currently enjoy being able to move across the city with ease, and with limited impact of congestion. This principle supports rural and hinterland residents who also indicated through Ballarat Image they wanted to continue to be able to easily move through the city for their daily business, even when the population is significantly greater than it is today.

The guiding principle of a '10 Minute City' provides benefits for all residents of the Ballarat Municipality, both rural, township and urban, as a new way of managing and prioritising changes to the built environment.

<sup>6</sup> <http://www.ruralcouncilsvictoria.org.au/wp-content/uploads/Financial-costs-of-settlement-patterns-in-rural-Victoria-final-report.pdf>



Maps are conceptual only



**Today Tomorrow Together**  
The Ballarat Strategy Our Vision for 2040




# Today Tomorrow Together

The Ballarat Strategy Our Vision for 2040

## Part B

Policy direction





The “key concepts” outlined in Part A are the outcomes sought for Ballarat. They can be achieved through a wide array of different policy directions and initiatives working together as part of a cohesive long-term strategy. A spine network of frequent public transport, for example, relies on a wide range of policy directions regarding land supply, housing and transport working together incrementally to achieve that outcome.

This Part B of the Preliminary Strategy outlines those proposed policy directions that incrementally help achieve the “vision for 2040” and support development of a city that responds to the “guiding principles”.

Extensive investigation and analysis is underway to test and validate all proposed directions and initiatives. Detailed discussion of background information and rationale will be provided in the “draft” Ballarat Strategy to be released for public comment early 2015.

The release of this “preliminary strategy” is an opportunity for the community to provide feedback on the general direction, structure and concepts of the strategy, at this interim stage.

The maps and directions discussed are subject to further change and refinement as community and expert feedback is received and should be considered indicative only at this stage.



## Policy direction

The proposed policy directions are structured to make it easy to read and understand under the following key themes:



### **Productive Ballarat**

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



### **Accessible and highly liveable Ballarat**

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



### **Housing Ballarat**

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



### **Connected Ballarat**

Integrate transport and land use planning to link people to each other, jobs, services and goods to market;



### **The Ballarat landscape**

Manage Ballarat’s unique historic, cultural and natural values as an integrated landscape of high value to the community.

The following information summarises all directions currently under consideration and provides commentary for each about what that direction means, and what it seeks to achieve. Key concepts which are being considered as “initiatives” to implement the “direction” are bolded within the text, and summarised in the accompanying table.

## **1 Productive Ballarat**

- 1.1 Plan for jobs in accessible locations
- 1.2 Facilitate growth in key regional capital precincts - [including health, education, government and higher-order retail and business activity centres]
- 1.3 Facilitate growth in key local employment areas
- 1.4 Leverage city shaping infrastructure
- 1.5 Activate the CBD for living, working and as a vibrant destination
- 1.6 Enable an investment pipeline of urban renewal
- 1.7 Plan for sufficient land supply for jobs
- 1.8 Achieve a higher quality visitor experience to Ballarat, its culture and its key sites

## 2 Accessible And highly liveable Ballarat “The 10 Minute City”

- 2.1 Facilitate better access to local services and facilities
- 2.2 Create highly connected and walkable communities
- 2.3 Plan for a healthy community
- 2.4 Improve the public realm
- 2.5 Embrace cultural diversity

## 3 Housing Ballarat

- 3.1 Diversify housing choices in well-serviced locations
- 3.2 Plan for an ageing community
- 3.3 Provide clarity on the opportunities for greenfield housing development
- 3.4 Ensure fair and equitable funding of new development
- 3.5 Protect the unique character of Ballarat

## 4 Connected Ballarat

- 4.1 Support cultural change for a less car dependent community
- 4.2 Support a high quality walking and cycling network to improve local accessibility
- 4.3 Support improved connections to other cities and key jobs and business markets
- 4.4 Improve the efficiency of moving freight
- 4.5 Plan for future transport capacity and demand
- 4.6 Plan for land uses that support viable frequent public transport and a more productive city

## 5 The Ballarat landscape

- 5.1 Manage sustainable growth of the city through its urban and rural structure
- 5.2 Ensure sustainable water management of the city through urban design
- 5.3 Manage Ballarat’s unique heritage, landscape and character as an integrated historic urban landscape
- 5.4 Protect and enhance the natural world in urban areas
- 5.5 Improve energy efficiency
- 5.6 Reduce waste taken to landfill and associated community impacts
- 5.7 Improve resilience to the risks associated with climate change

It is important to note that each Direction is interlinked with others as part of an integrated approach to managing change. A summary of how each Direction relates to the challenges of the following key topics is included as Appendix A:

- |                                   |   |
|-----------------------------------|---|
| ▪ Housing;                        | ▪ Infrastructure;   |
| ▪ Economic development;           | ▪ Open space;   |
| ▪ Redevelopment and infill;       | ▪ Environmental values;                                   |
| ▪ Landscape and built environment | ▪ Historic urban landscape;                               |
| ▪ Greenfields housing;            | ▪ Climate change and environmental risks;                 |
| ▪ Transport;                      | ▪ Community development (ageing and changing population). |

## Productive Ballarat

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

Long-term strategic land use planning is critical to the long-term viability and prosperity of Ballarat. The incremental decisions made over the next three decades will make a significant difference to the type, number and value of jobs and cost of providing services and infrastructure, as well as having an impact on the viability of government provided services such as public transport.

As Ballarat is forecast grow to a city of 160,000 people by 2040<sup>7</sup>, it is important the strategic land use planning identify the pattern of land use that should be pursued to achieve the shared vision. Sporadic and unplanned development will be more expensive and lead to a future for the city that is not necessarily what the community wants to see.

The following are the key policy directions proposed for Ballarat, supporting investment, jobs, innovation and productivity.

### Directions

- 1.1 Plan for jobs in accessible locations
- 1.2 Facilitate growth in key regional capital precincts - [including health, education, government and higher-order retail and business activity centres]
- 1.3 Facilitate growth in key local employment areas
- 1.4 Leverage city shaping infrastructure
- 1.5 Activate the CBD for living, working and as a vibrant destination
- 1.6 Enable an investment pipeline of urban renewal
- 1.7 Plan for sufficient land supply for jobs
- 1.8 Achieve a higher quality visitor experience to Ballarat, its culture and its key sites

<sup>7</sup> SGS Economics and Planning (September 2014) utilising VIF 2014

## Direction 1.1 – Plan for jobs in accessible locations:

### Current hierarchy of centres

Most of Ballarat's shopping and services are located in 'activity centres' based on retailing (a supermarket and supporting shops) co-located with services like doctors and in some cases with community facilities. Entertainment facilities and restaurants have clustered in the CBD and surrounds, with some limited spread across the city. Medical services have clustered near the hospitals and office-based services such as solicitors are focussed in the CBD.

As well as their local role, Ballarat's shopping, services and entertainment have an important regional role. Ballarat is the main hub in Western Victoria for 'higher-order' activities like medical and legal services, department stores, arts and cultural activities, and furniture shops.

The Ballarat Activity Centres Strategy (BACS) currently guides the development of these areas to maximise the overall economic vibrancy and sustainability of the city.

Ballarat's activity centres form a hierarchy as follows:

- **'Principal activity centre'**: The CBD, with its wide role for the whole region
- **'Major activity centre'**: Wendouree, with some 'higher-order' goods and services
- **'Neighbourhood activity centres'**: These include Sebastopol, Sebastopol South and Midvale at Mount Clear. They provide weekly shopping, take-away food and services such as hairdressing for their immediate area.

The current hierarchy of centres is retail focussed, and structured as follows:

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

# 1

## Productive Ballarat

While this hierarchy is extremely useful in terms of directing retail investments towards existing and planned centres, key destinations such as the health and hospitals precinct in Mair Street, Sovereign Hill and the Technology Park at Mount Helen are not recognised. There is a need for a more inclusive hierarchy of centres providing guidance on a wider range of centres and destinations. The health and hospitals precinct, for example, is not an official activity centre as it lacks a large shopping precinct but should not be overlooked as a key services centre for our city as it attracts thousands of patients, staff, students and visitors from across the region on a day to day basis.

### Proposed future hierarchy

It is proposed to implement an approach similar to the State Government's new hierarchy approach for Melbourne, focussing on a **new hierarchy of Regional Capital Precincts** that are destinations and precincts relevant to Ballarat as the Capital of Western Victoria. It builds on the existing 2012 retail hierarchy of principal/major/large neighbourhood/neighbourhood centres by considering these in a wider context of centres based on desired significance. The new hierarchy includes a much wider range of economic areas, including industrial areas, office employment clusters, health precincts and key tourist destinations.

Specifically, the new hierarchy proposes the following:

#### Regional Capital Precincts

<b>State Activity Centre</b>	▪ Ballarat CBD
<b>Regional Employment Cluster</b>	▪ Mt Helen Technology Park / Federation University Australia
<b>Regional Health and Education Precinct</b>	▪ Mair Street Medical Precinct
<b>Regional Tourism, Cultural and Recreation Precincts</b>	▪ Eureka Heritage Precinct (including Sovereign Hill and M.A.D.E) / Lakes and Gardens Precinct (including Lake Wendouree, Botanical Gardens, Arch of Victory and Victoria Park); Ballarat Heritage and Arts Precinct (based in and around the CBD); and Eureka Stadium Precinct
<b>Regional Transport Gateway</b>	▪ Ballarat West Freight Hub
<b>Regional Industrial Precinct</b>	▪ Ballarat West Employment Zone
<b>Locally Significant Centres</b>	▪ Existing retail hierarchy defined in Ballarat Activity Centres Strategy

The adoption of this new hierarchy will influence policy decisions to **diversify and expand employment in existing centres**. Specifically it will encourage and facilitate better access to services, entertainment, retail and employment in local centres, reducing the need to travel across the city for day-to-day needs. It also requires a **targeted investment pipeline** to enable and facilitate the growth of the size, offer, significance and scale of these centres to a true capital city level. Specific economic strategies are considered in the City of Ballarat **Economic**

**Strategy**, which is currently under development in partnership with this land use plan. When planning for this new centres hierarchy, it is important to consider that **investments in enabling infrastructure must be flexible and responsive** to changing economic conditions and natural risks over the life of the coming decades.



### Initiatives

- 1.1.1 Develop a new hierarchy of Regional Capital precincts
- 1.1.2 Diversify and expand employment in existing centres, in accordance with adopted activity centre policy
- 1.1.3 Develop an investment pipeline for Regional Capital functions for Western Victoria
- 1.1.4 Identify and minimise the real and long-term cost of infrastructure, including the impacts of natural hazards, for new employment areas
- 1.1.5 Investigate land use and planning initiatives to support the recommendations of the Ballarat Economic Strategy

## Direction 1.2 – Facilitate growth in key Regional Capital Precincts - [including Health, Education, Government and Higher-order Retail and Business Activity Centres]

In addition to recognising the desired future role of each centre in a new hierarchy, targeted emphasis is also required to **develop a site specific strategic vision for each 'Regional Capital Precinct'**. Specifically for each centre, what are its long-term future land use directions? There is significant opportunity, for example, for Ballarat to work towards being a “Boston” style tertiary education city in and around the CBD and health precincts. Boston integrates its universities into the built form, culture and structure of the city, providing not only cutting edge tertiary outcomes, but city wide benefits for those who work and learn at those centres. A range of universities already provide cutting edge courses in Ballarat in this area, and the opportunities to enable their growth and integration within the city offers significant benefits.

With the ongoing challenges for manufacturing, white collar office developments in the CBD and in key centres will be an increasingly important driver of urban renewal. **Relocation of Government Departments** to Ballarat could act as anchor tenants for office developments in the CBD.

The Ballarat Economic Strategy, under development in partnership with this plan, will provide detail and analysis of the economic vision for the city over the long-term. In contrast, this plan looks at the spatial pattern of jobs and seeks to strengthen the opportunities for strategic employment areas to grow and diversify and offer a greater number of jobs.

Specifically, **Ballarat West Employment Zone** is a crucial strategic jobs area, expecting to support over 9,000 new jobs once constructed. It requires the full implementation of the BWEZ Master Plan to leverage the benefits of the site and ongoing engagement with State and Commonwealth Governments for the funding of enabling infrastructure, such as the Ballarat Western Link Road, **Regional Freight Hub** and other opportunities.



### Initiatives

- 1.2.1 Develop a site specific strategic vision for each Regional Capital precincts
- 1.2.2 Investigate opportunities for Government Departments to relocate to Ballarat, to act as anchor tenants to commercial developments in the CBD
- 1.2.3 Facilitate the delivery of the Ballarat West Employment Zone and freight hub

# 1

## Productive Ballarat

### Direction 1.3 – Facilitate growth in key local employment areas

The current range of activity centres identified in Ballarat, including the planned centres in Ballarat West and on Victoria Street in Ballarat East, provides a diverse range of retail offerings in a range of highly accessible locations. **No new activity centres are proposed.** The policy focus is on supporting the diversification of these existing and planned for centres through **structure planning for Activity Centres.**

In certain areas, the type of employment available may change over time as the economy changes and the surrounding uses of the land evolve and develop. The **Delacombe Industrial Area**, for example, is an area in transition, and opportunities for renewal of this and other similar areas are under investigation.

Whilst some employment centres benefit from increased numbers of people living close by, particularly retail centres, other areas which support a large number of jobs in Ballarat should be separated from future residential growth. This relates to the fact industrial areas are generally incompatible with residential housing. Significant industrial and employment areas such as Ballarat West Employment Zone, existing industrial areas around the Ballarat Ring Road and parts of Delacombe would be significantly impacted by housing growth too close. This would impact jobs and the efficiency of these businesses. Where they do not already exist, significant industrial areas should be protected from encroachment by sensitive uses through planning controls, including the **establishment of buffers.**

In some cases it may be that an industrial area has a long-term benefit to **transition to non-industrial uses.** These opportunities should be assessed and potentially pursued as part of a formal planning process of renewal and change.

#### Initiatives

- 1.3.1 Undertake structure planning for Major Activity Centres and other lower order centres
- 1.3.2 Facilitate the renewal of Delacombe industrial precinct
- 1.3.3 Protect significant employment precincts from encroachment by sensitive uses including establishment of buffers
- 1.3.4 Identify industrial areas suitable for transition to non-industrial uses
- 1.3.5 Avoid the creation of new higher-order nodes, aside from the already-committed Glenelg Highway Major Activity Centre by implementing the Ballarat Activity Centres Strategy

## Direction 1.4 – Leverage city shaping infrastructure

The city is now well serviced by inter and intra-state freeway access and railway connections. Based on the existing pattern of growth, the current funding for Ballarat Western Link Road project extends an important connection to service the rapidly growing Ballarat West area. However, there is a need to **develop a long-term infrastructure pipeline** to support the full build out of Ballarat West, significant infill, changing expectations for public transport, better orbital connections between activity centres, opportunities to **share a greater proportion of inter and intra-state freight**, and key access to the growing Geelong market for skills, workforce and freight.

There is a need to investigate new orbital connections and opportunities to better utilise the existing road and rail networks, whilst also **investigating the potential long-term needs and aspirations for a Ballarat airport** that could provide more direct passenger and freight connections to key markets.

Future investments must **leverage maximum value from existing investments**, requiring the ongoing review of how best to utilise existing infrastructure, existing services and connections, as well as looking to the future for new infrastructure developments. Better connections to other regional centres, such as Bendigo and Geelong through passenger rail services should remain a long-term objective.



### Initiatives

- 1.4.1 Develop a long-term infrastructure pipeline required to support the changing scale of the regional capital
- 1.4.2 Identify and investigate protection of land for the long-term development of a Ballarat Airport with passenger and freight services
- 1.4.3 Leverage the future freight hub to capture a greater share of the inter-state and intra-state freight market
- 1.4.4 Identify opportunities for long-term rail freight intermodal opportunities

# 1

## Productive Ballarat

### Direction 1.5 – Activate the CBD for Living, working and as a vibrant destination

Ballarat's Central Business District (CBD) is a growing regional centre for the Western Region. The CBD should be supported as the main location for local and regional shopping, service delivery, offices and other major commercial development. There is an ongoing need to **increase the CBD's vibrancy** by supporting the reuse and refurbishment of upper levels of older buildings for office, accommodation and residential use, and as the site for significant new developments. The CBD Strategy provides key directions to enable this to happen over time, outlining that in 25 years Ballarat CBD will be:

- A premier regional centre in Australia providing a 'capital city' experience and contributing to the nation's economic wealth and cultural breadth;
- The thriving retail, commercial, community, educational and cultural focus of Western Victoria;
- A place that reflects the unique character, aspirations, abilities and history of the community;
- Cohesive and accessible by people of all abilities, ages and means of transport and easy to get around on foot;
- A vibrant, exciting and friendly place that attracts visitors, residents, shoppers, students, artists and business investment; and
- A leader in sustainable practice.

There are many older sites in the CBD which could be reinvigorated and redeveloped. There is an opportunity to partner with business owners to assist in releasing development potential. This could help to **activate key heritage sites** in the CBD.

There are many opportunities to increase the number of people living in key locations in and around the CBD without compromising heritage assets. An increase in inner city living can have a cyclical benefit of increasing the opportunity for more business, retail and entertainment investment, which in turn supports a much needed **increase in night-time and out of hours activation of public spaces through events and community initiatives**.

Other initiatives to activate the CBD include **pursuing an iconic place within the CBD for events, tourism and an identified tourist destination** and implementation of a **parking strategy**.

Events and initiatives to activate public spaces are crucial to the city. Federation Square in Melbourne, for example, is an iconic location largely because it is always activated with events and activity. There are significant potential benefits of **reducing barriers and costs associated with activation of public spaces** by both Council and the community.

#### Initiatives

- 1.5.1 Implement the public realm recommendations of the CBD Strategy
- 1.5.2 Explore opportunities for policy changes, incentives and pilot projects to activate key sites
- 1.5.3 Develop and implement a Parking Strategy to better manage the parking requirements for central commercial developments
- 1.5.4 Reduce barriers and costs associated with activation of public spaces
- 1.5.5 Introduce night-time and out of hours activation of public spaces through events and community initiatives
- 1.5.6 Pursue an iconic place within the CBD for events, tourism and an identified tourist destination.

## Direction 1.6 – Enable an Investment pipeline of urban renewal

Urban renewal is currently occurring across Ballarat and resulting in some great outcomes for the city. The identification of specific and targeted urban renewal precincts offers the opportunity for a step-change in development of those areas. Land use interventions in these areas could enable renewal that may not otherwise occur. This type of development is important for the economy, but also important for providing new and exciting spaces for the community of Ballarat, and visitors, as places to live, work and enjoy themselves. As an example, the best café's and restaurant precincts in any city are often associated with areas that have undergone well-planned contemporary precinct wide renewal. It is proposed that specific **urban renewal opportunities** are identified and pursued across targeted areas of Ballarat.

There are identified gaps in supply diversity for certain types of houses. Specifically, there is a forecast need for more unit, apartment and townhouse style dwellings in accessible locations to provide for professional workers and people who prefer living in an area with very good access to public transport and entertainment rather than having a large yard around a detached house. Precincts that promote innovative and contemporary designs for these types of houses can support the **emergence of new housing markets**, which offer a product well matched to the demands of changing community demographics.

More generally across residential areas, renewal of the housing stock will be an important part of the housing market. The types of houses desired by an ageing and diversifying community are different to the predominant style of current housing. The newly introduced reformed residential planning zones support **greater densities and diversity of housing in specified locations highly accessible to jobs, services and entertainment**. There is significant opportunity to more widely apply these relevant zones to provide flexibility for new housing construction in targeted areas.

**Suburban growth and change should be enabled along high frequency public transport corridors** within established neighbourhoods, particularly in and around the CBD, Sebastopol, Alfredton East and around existing key employment areas such as Wendouree.



### Initiatives

- 1.6.1 Identify key urban renewal opportunities
- 1.6.2 Develop inner-city urban renewal precincts that are vibrant attractors of professional workers seeking a product not readily available in Ballarat housing market
- 1.6.3 Plan for greater densities and diversity of housing in specified locations highly accessible to jobs, services and entertainment
- 1.6.4 Enable suburban growth and change along high frequency public transport corridors.

**Direction 1.7 – Plan for sufficient land supply for jobs**

In addition to protecting industrial employers from encroachment by houses, there is a need to plan for a sufficient land supply for job creating businesses. This planning means there must be ongoing monitoring of the supply of appropriately zoned land for key employment sectors. With the Ballarat West Employment Zone and Central Ballarat, there is extensive land supply far in excess of the requirement over the next 30 years. However, an increase in the uptake of this type of land can rapidly change that supply, as can changes in market demand for specialised services, infrastructure and requirements for particular emerging industries. The **supply of land must be monitored to ensure there is sufficient supply for office and industrial uses** at any point in time to enable the proper functioning of the economy and jobs market.

**Initiatives**

1.7.1 Monitor land supply to ensure sufficient supply for office and industrial uses

## Direction 1.8 – Achieve a higher quality visitor experience to Ballarat, its culture and its key sites

Ballarat is well-known for its heritage streetscapes and unique tourism attractions. Its tourism industry is growing quickly and creating new jobs, both directly and in related industries. Tourism is a large part of the Ballarat economy and regional tourism can be a growth industry going forward.

It is important to consider opportunities to achieve a higher quality experience for visitors to Ballarat, particularly as they access its main tourist attractions. The Ballarat Gateway Entrance Strategy has many recommendations to **improve the key travel routes into Ballarat**, and its ongoing implementation is an important work stream. In addition, higher amenity linkages to the CBD and other sites would support greater visitation to multiple sites, and potentially additional customers for local businesses.

The amenity along the Main Road corridor to access Sovereign Hill, for example, could be significantly improved in terms of appearance and activation, improving the overall visitor experience in and around this key destination. **Opportunities for developing high amenity boulevards** are under investigation. **Victoria Park also offers significant opportunity.**

In addition to physical amenity, there is a need to develop and implement **an interpretation strategy** for Ballarat that engages people through the use of new technology and creative approaches.

Lake Wendouree is a well-used destination by both visitors and the community. Recent foreshore improvements included landscape improvements to Fairyland, Swan Pool, the Olympic Precinct, Windmill Drive and the Yacht Club Precincts. There is now the opportunity to **investigate expansion of community access and activation of Lake Wendouree** for a wider range of users.

In terms of entrepreneurs and business visitors to the city, there is a need to ensure a supply of retail and office space suitable for **emerging innovative, creative and artistic businesses**. Case studies of similar initiatives are currently under review.



### Initiatives

- 1.8.1 Develop and improve the quality and amenity of gateways
- 1.8.2 Identify opportunities to provide boulevards to improve the overall visitor experience of Ballarat for visitors accessing key sites (e.g. Sovereign Hill)
- 1.8.3 Investigate expansion of community access and activation of Lake Wendouree
- 1.8.4 Develop and implement an interpretation strategy for Ballarat that engages people through the use of new technology and creative approaches
- 1.8.5 Ensure a supply of retail and office space suitable for emerging innovative, creative and artistic businesses

## Accessible and highly liveable Ballarat – The “10 Minute City”

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

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

Accessibility is how easily people are able to reach destinations, services and opportunities they desire.

The '10 Minute City' ties these two key ideas together in the Ballarat context, providing a guiding principle for the type of city that Ballarat should be in the future, even as it confronts new and emerging challenges from a larger population.

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

The following are the key policy directions proposed for Ballarat, supporting an active and healthy lifestyle, better social connections and a sustainable future. These directions support a highly accessible and liveable Ballarat, as a '10 Minute City'.

### Directions

- 2.1 Facilitate better access to local services and facilities**
- 2.2 Create highly connected and walkable communities**
- 2.3 Plan for a healthy community**
- 2.4 Improve the public realm**
- 2.5 Embrace cultural diversity**

## Direction 2.1 – Facilitate better access to local services and facilities

As Ballarat grows, it is important to ensure the city is still a place where people can move around and enjoy the “Ballarat lifestyle”. A growing population offers significant challenges in terms of congestion and accessibility, but also offers significant opportunities in terms of providing scale and viability to services, facilities and destinations in local neighbourhoods. If planned properly, there are significant benefits associated with a growing population. **High frequency public transport**, for example, is only viable if there are enough people living and working in the areas it is desired to service.

If Ballarat is to retain and strengthen the 10 minute city it will be essential to **use infrastructure investment and the pattern of growth to reduce the need to drive to access shops, services and jobs**. Providing more houses of the types that people want to live in, closer to shops and community facilities can have widespread benefits. Similarly, making it easier for businesses to access key markets, goods and services closer to where their workers and customers live can reduce the need for the workforce to travel.

**Local area planning** in key neighbourhood centres is important for achieving the type of neighbourhood that the local community desire. This approach integrates the wide variety of competing opportunities and constraints of a specific area into a cohesive long-term plan for an area, based on sound community engagement and technical analysis. It is integrated land use and transport planning at a local scale.

There is a need for new **greenfield development options** to reinforce the 10 Minute City. Unplanned and dislocated greenfield developments have long-term costs to the community and can result in poorly connected services if not properly planned in appropriate locations with access to key services such as the **public transport network spine**.

### Initiatives

- 2.1.1 Use infrastructure investment to reduce the need to drive to access shops, services and jobs
- 2.1.2 Plan for new growth areas to uphold the “10 minute city” principle
- 2.1.3 Undertake local area planning to provide for local services and activities
- 2.1.4 Build transit demand along planned higher-service public transport corridors through encouraging infill development
- 2.1.5 When master-planning greenfield growth areas, consider the high frequency public transport spine network

## Accessible and highly liveable Ballarat – The “10 Minute City”

### Direction 2.2 – Create highly connected and walkable communities

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

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



#### Initiatives

- 2.2.1 Prioritise walking and cycling investments in the 10 minute catchments to activity centres
- 2.2.2 Prioritise safe pedestrian movement at key intersections
- 2.2.3 Support implementation of sustainable transport initiatives

## Direction 2.3 – Plan for a healthy community

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

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

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

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

In new growth areas, community infrastructure should be planned through **Precinct Structure Planning or related Master Planning** processes, to ensure proper and appropriate long-term provision. Co-location of community facilities has widespread benefits to both providers and users of those services and are to be **encouraged in accessible multi-use hubs**.

There is significant investigation and analysis currently underway on all these elements to identify how best to plan for a healthier community.



### Initiatives

- 2.3.1 Recognise and improve recreational walking connections valued by the community
- 2.3.2 Implement Council's health and wellbeing directions
- 2.3.3 Support the provision of high quality, well connected and accessible open space
- 2.3.4 Coordinate delivery of community infrastructure through PSP and master planning for growing areas
- 2.3.5 Encourage community led initiatives supporting health and wellbeing
- 2.3.6 Combine Council's standalone community facilities into accessible multi-use hubs.

## Accessible and highly liveable Ballarat – The “10 Minute City”

### Direction 2.4 – Improve the public realm

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

There is the need for significant improvements to Ballarat’s urban realm, particularly in the CBD and key suburban centres, and significantly more activation of those areas. As identified in the Ballarat CBD Strategy, the progressive implementation of new spaces and innovations to better connect open spaces, to create a civic heart and re-establish Sturt Street as a great people focussed boulevard would catalyse new investment and foot traffic to the area. Initiatives should support more visitation and economic activity as part of the “walking economy”<sup>8</sup>.

In renewing the public realm of the CBD it will be important to prioritise **the use of the space in the following order: economic activity such as shopping and outdoor dining, walking, events and public open space and amenity purposes; public transport and cycling; local vehicle traffic; parking and through vehicle traffic**. This hierarchy recognises the relative economic and social benefit of people in a place, supporting uses that generate income for local businesses. It is important to recognise that this does not in any way diminish the fundamentals of good design and heritage management which are pre-requisites to encouraging the people to access the public realm in the first place.

The role of the Sturt Street Gardens is acknowledged as the main open space resource in the CBD at present and its importance to the grand image, greenery and heritage of the CBD cannot be overestimated. As identified in the Ballarat CBD Strategy, additional opportunities for green space and park land should be investigated.

In Ballarat’s growth areas, **it will be important to ensure new greenfield areas are master-planned and include strong controls on urban design and amenity**. It will also be necessary **to require development contributions for all future greenfield developments to assist in funding a high quality public realm**. Development contributions enable financial input towards infrastructure such as community and sports facilities, roads and open space.

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

<sup>8</sup> <http://www.sgsep.com.au/insights/insights-bulletin/victoria-insights-bulletin/valuing-city-of-melbournes-walking-economy>



## Initiatives

- 2.4.1 Ensure new greenfield areas are master-planned and include strong controls on urban design and amenity
- 2.4.2 Require development contributions for all future greenfield developments to contribute to the funding of a high quality public realm
- 2.4.3 Prioritise use of the CBD's public realm in the following order: economic activity such as shopping and outdoor dining, walking, events and public open space and amenity purposes; public transport and cycling; local vehicle traffic and parking; through vehicle traffic.
- 2.4.4 Ensure new development is orientated to address and engage with the public realm to create safe, vibrant and activated urban environments.
- 2.4.5 Encourage design excellence that creatively responds to and enhances Ballarat's valued character, landscape and community values
- 2.4.6 Use participatory approaches to design public realm

## Direction 2.5 – Embrace cultural diversity

Ballarat has a diverse population with many minority groups who do not often have a strong voice. As the population grows, more residents and visitors will be from different religious and ethnic groups, which will **diversify the community**. There will be enormous benefits of this increased diversity, but it will be important for leadership from City of Ballarat to support the community in times of transition, in dealing with cultural issues and changing expectations of what is “Ballarat” and what types of developments are appropriate to reflect the diversifying community. There are significant benefits with, for example, working with minority groups for more inclusive planning outcomes and **ensuring Aboriginal cultural heritage is central to the rollout of the Historic Urban Landscape approach. The development of new religious institutions, for example, should be supported in appropriate locations** in recognition of and accepting and embracing cultural change in the community.



## Initiatives

- 2.5.1 Proactively work with minority groups to ensure more inclusive planning outcomes
- 2.5.2 Ensure Aboriginal cultural heritage is central to the rollout of the Historic Urban Landscape approach
- 2.5.3 Plan for a changing and diversifying community
- 2.5.4 Ensure fair and consistent planning controls are applied to new and emerging religious, social and cultural centres as the city diversifies

## Housing Ballarat

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

Ballarat has recently seen a substantial increase in its population growth, from an average growth rate of 1.1% per year to growth fluctuating between 1.6% and 2.0% per year<sup>9</sup>. A combination of infill and greenfields development will be required to provide sufficient housing diversity and supply over the long-term.

Ballarat's population in 2040 is forecast to be around 160,000, an increase of almost 60,000 people from 2011. Of this population:

- The proportion of people within the 65 and older age groups is expected to have increased significantly. This will increase the need for housing for smaller family sizes and properties which can accommodate the needs and aspirations of retirees and couples over 55;
- Our household mix is forecast to change substantially. It is forecast that even in the short-term, the largest household type is expected to change from 'couple family with children' to 'couple family without children'.
- The age group having the highest number of people is expected to still be 15 to 24 year olds;
- There is forecast to be significant growth in 'lone person' households.

The demand for housing will change as the population ages and family structures evolve over time. The State Government's Victoria in Future (VIF)<sup>10</sup> projections indicate there will be at least 50% more households in Ballarat in 2031 compared with 2011. Of these, there will be over 30% one person households, presumably seeking smaller rather than larger housing. New house demand will also be influenced by an ageing population and a desire for people to downsize and age in place. The ageing population and increase in sole occupancy households will have significant long term land use planning implications. Satisfying the demand for affordable and social housing located close to activity centres will be an ongoing challenge. The following are the key policy directions proposed for housing in Ballarat, supporting a much larger but also more diverse community with housing choices for the future:

### Directions

- 3.1 Diversify housing choices in well-serviced locations**
- 3.2 Plan for an ageing community**
- 3.3 Provide clarity on the opportunities for greenfield housing development**
- 3.4 Ensure fair and equitable funding of new development**
- 3.5 Protect the unique character of Ballarat**

<sup>9</sup> & <sup>10</sup> Victoria in Future, 2014

### Direction 3.1 Diversify housing choices in well-serviced locations

As the population grows Ballarat will need not only more houses but also a more diverse range of housing types. This will include apartments, units and social and affordable accommodation to cater for changing demographics. **Providing these choices in targeted locations that are well serviced** by public and active transport options, medical services, retail outlets and physical infrastructure ensures an increased local population can be appropriately catered for. It also means both current and future residents can benefit from increased services nearby, and the service providers can benefit from improved scale and viability.

**Identification of infill opportunities, greenfield sites and urban renewal** will support new supply that responds to the changing needs of the community and provides appropriate housing options for all stages of life. This approach is supported by further **implementation of the Ballarat Activity Centres Strategy** and strengthening activity centres by **encouraging residential uses in commercial areas**.

**A variety of types of infill development** is to be encouraged in targeted locations along public transport corridors, high amenity areas and around activity centres. A strong policy position is important to **improve the built form quality of medium and higher density developments**.

It will be important **to include the surrounding municipalities when considering land supply available for rural lifestyle housing**. Ballarat does not necessarily need to provide for all types of housing demand where it is supplied as part of a wider housing catchment.

Council will need to **develop a clear policy on its role in the supply of social and affordable housing**. **Pilot projects** for social and affordable housing could offer the opportunity to investigate options for managing affordable housing supply.

#### Initiatives

- 3.1.1 Identify infill opportunities, greenfield sites and urban renewal precincts to provide a diversity of housing for changing demographics
- 3.1.2 Encourage and promote a varied density of infill development in targeted locations along public transport corridors, high amenity areas and around activity centres
- 3.1.3 Continue to diversify Activity Centres by encouraging residential uses into commercial areas
- 3.1.4 Improve the built form quality of medium and higher density developments in Ballarat through policy, guidance and pilot opportunities
- 3.1.5 Consider land supply available for rural lifestyle housing as part of a wider catchment including surrounding municipalities
- 3.1.6 Develop a clear policy on Council's role in the supply of social and affordable housing
- 3.1.7 Support pilot projects for social and affordable housing

## Direction 3.2 – Plan for an ageing community

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

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

It is important to note that if an area is accessible and safe for an ageing population, it is usually safe and accessible for all. The planning of built spaces in our local environment that are free of barriers and support the mobility and independence of people with disabilities, both younger and older, therefore has universal benefit. Similarly, master planning and local neighbourhood planning are to be pursued to support safe, secure neighbourhoods allowing children, adolescents, adults and older people to enjoy being outdoors, exploring and enjoying their neighbourhoods in confidence, being able to participate in physically active leisure and social activities.

Given the changing demographic profile, particularly the growing and ageing population of the region, there is the inevitable growth in demand for end-of-life services.

There is a need to **ensure there is sufficient cemetery land supply**.

 Initiatives

- 3.2.1 Take strong action to increase housing growth in existing urban areas to support ageing in place and access to amenities
- 3.2.2 Develop targeted areas for infill and renewal close to activity centres and/or amenities
- 3.2.3 Plan ahead for an ageing population in line with population projections
- 3.2.4 Ensure appropriate cemetery land supply

### Direction 3.3 – Provide Clarity on the opportunities for greenfield housing development

There is a current and projected demand for new housing estates as part of “greenfield” housing development. This type of development generally involves a change in land use from farming or landscape related uses to housing on the edge of the city. In Ballarat, about 60% of Ballarat’s new homes are being built in greenfield areas whilst the remainder is “infill” within established residential areas. There is a requirement to provide at least 15 years greenfield land supply to ensure proper functioning of the property market. Although Ballarat has almost 30 years of greenfield land supply currently available, particularly in Ballarat West, this supply will approach the 15 year threshold over the life of this plan, and so additional supply needs to be considered.

Provision of “greenfield” developments can offer affordable housing options for home buyers but is associated with significant demands for new infrastructure and services. The costs of providing the water, sewerage and community infrastructure for a new greenfields subdivision, for example, can be significant. A Development Contributions arrangement can provide funding for infrastructure, services and open space as an area is incrementally developed. This type of arrangement helps minimise the cost burden of the wider community but the significant costs remain relevant.

The Ballarat West Growth Area has already been fully planned with the Alfredton West and Ballarat West Precinct Structure Plans. Infrastructure, community facilities, and public and recreational space is currently being delivered incrementally as the area develops, partly funded by a Development Contributions arrangement. The **Ballarat West area is the current priority for greenfield growth, and will continue to be the priority into the future.** New greenfield opportunities would be subject to detailed feasibility assessments and be required to offer a different product that cannot be provided in Ballarat West or look to be staged over the medium-long term following development of the Ballarat West area.

To minimise the cost burden of developing new suburbs, and to ensure they develop into high quality neighbourhoods, there is the need for robust and detailed planning. **Ad-hoc and unplanned greenfield development should be avoided** and the **merits of new greenfield areas tested against defined guidelines.** Additional supply should:

- Be delivered through an integrated planning process such as a Precinct Structure Plan and include development contributions to fund infrastructure
- Be large scale
- Be connected to the existing urban area
- Be in a location that minimises overall civil, community and transport infrastructure costs
- Be in a location that minimises impacts on Ballarat’s historic urban landscape, the environment and Ballarat’s natural resource base; and
- Support public transport use and the development of high-frequency transit corridors.



#### Initiatives

- 3.3.1 Prioritise greenfield development in the Ballarat West Growth Area
- 3.3.2 Avoid adhoc and unplanned greenfield developments
- 3.3.3 The merits of new greenfield proposals should be tested against established criteria

**Direction 3.4 – Ensure Fair and equitable funding of new development**

When planning for new housing, it is important to ensure the costs to the community are minimised wherever possible. Development is to be **encouraged in areas where it is most cost effective** to service them, and where those areas have the greatest potential for being an asset to a growing Ballarat.

Those who develop and purchase the properties, and therefore demand and utilise the services, should pay a fair share. **Appropriate development contributions are proposed to apply to new development** to support the provision and upgrade of required infrastructure.

It is important to ensure sufficient land supply is available to **support a functioning property** market for greenfields residential, small-scale residential infill and redevelopment, and major mixed use redevelopment. This will support sustainable urban development and ensure sufficient land is available to meet forecasted demand whilst keeping downward pressure on the price of land.

 **Initiatives**

- 3.4.1 Encourage development where servicing is most cost effective
- 3.4.2 Ensure appropriate development contributions apply to new development to support the provision and upgrade of required infrastructure
- 3.4.3 Provide sufficient land supply to support a functioning property market for greenfields residential, small-scale residential infill and redevelopment, and major mixed use redevelopment sites

### Direction 3.5 – Protect the unique character of Ballarat

Ballarat has distinct neighbourhoods which represent development from different eras, people from different backgrounds, different landscape and physical characteristics and communities with different values, expectations and desires for the future. Ballarat Landscape Character Guidelines, which will soon be incorporated into the Landscape Design Manual already provide policy guidance. The Ballarat Planning Scheme, through elements such as the Design and Development and Heritage Overlays, provide planning controls.

The planning controls are focussed on the traditional elements of heritage and character related to design and built form. The Historic Urban Landscape (HUL) approach recognises that there are a much wider range of issues that contribute to neighbourhood character, and which represent the historic values of a place. The winding streets of Ballarat East and key views and vistas from key points in the city are all crucial to local neighbourhoods but are not protected through current planning controls. Through the Historic Urban Landscape Pilot process there will be investigation of how to better target protection of important elements that are not currently considered by the current suite of heritage, landscape and neighbourhood controls.

In protecting Ballarat's unique character it will important to **ensure that new developments achieve a balance of density, diversity and respect for local character**. Local area planning will ensure consideration of the local values. There is a need to **improve the promotion and compliance with Landscape Character Area requirements in all new developments**.



#### Initiatives

- 3.5.1 Improve the promotion and compliance with Landscape Character Area requirements in all new developments
- 3.5.1 Ensure that new developments achieve a balance of density, diversity and respect for local character
- 3.5.2 Undertake local area planning through consideration of local values

## Connected Ballarat

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

A key principle of the Ballarat Strategy, identified through Ballarat Imagine, is to keep Ballarat a city that is easy to get around. It is fundamental to what Ballarat is today and an attribute the community are keen to maintain into the future.

However, the situation in Australia over the last 50 years has been that as a city grows, traffic congestion worsens and it becomes increasingly costly and time consuming to move around and access jobs, services and other daily needs. Effective long-term integrated transport and land use planning is required to avoid this outcome. In Ballarat, this is proposed to include:

- thinking about transport impacts when making important growth decisions like which areas should grow the fastest;
- integrating different modes of transport into the structure and fabric of the city as it grows through strong and strategic integrated land use and transport planning;
- planning for flexible and scalable transport networks that can develop over time as demand grows and technology changes; and
- protecting land for key infrastructure like road upgrades, high frequency public transport corridors, freight hubs and airports, and new railway stations.

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

### Directions

- 4.1 Enable cultural change for a less car dependent community**
- 4.2 Support a high quality walking and cycling network to improve local accessibility**
- 4.3 Support improved connections to other cities and key jobs and business markets**
- 4.4 Improve the efficiency of moving freight**
- 4.5 Plan for future transport capacity and demand**
- 4.6 Plan for land uses that support viable frequent public transport and a more productive city**

## Direction 4.1 – Support cultural change for a less car dependent community

Ballarat is a car dependent city. 92% of Ballarat households have at least one car and only 3% of Ballarat workers travel to work on public transport. The number of people that rode to work on Census Day 2011 was about 1% of all people working in Ballarat on that day. On the same day, about 4% of the working population walked. This figure was however significantly higher for people living close to the inner city.

If the community grows whilst maintaining this same level of car dependence the car will become an increasingly less viable or convenient option for people to choose to move around to service their everyday needs. It is important that walking and cycling are promoted in the short and long term as legitimate and supported modes of transport in Ballarat, to support the required longer-term transition.

There is an ongoing need to record **baseline data on non-motorised trips in Ballarat to key destinations, on key routes and by key demographics**. Data can tell a powerful message. For example, while general cycling rates have been increasing in Victoria, most children are now being driven to school. In 1970, about 84% of children walked, cycled or used public transport to get to school. In 2005, 91% of children were driven to school<sup>11</sup>. This situation has serious public policy implications.

The City of Ballarat has been involved in Super Tuesday bike counts since 2011, which is designed to measure bike commuter flows in the morning peak (7am–9am). The count aims to establish an accurate annual benchmark for bicycle commuter numbers. The results show there has been a significant increase in commuter cycling within the City over the last few years. Targeted investment requires targeted and contemporary data.

Ongoing enhancement of cycling infrastructure is important to encourage increased participation and safety. Cycling and walking need to become increasingly mainstream modes of transport, not just for recreation, but for daily life. **Supporting community led initiatives** is important to support a changing cycling culture.

### Initiatives

- 4.1.1 Support community led initiatives to increase rates of cycling
- 4.1.2 Implement sustainable transport initiatives that promote alternative modes of transport
- 4.1.3 Collect relevant baseline data on non-motorised trips in Ballarat

<sup>11</sup> Cycling into the Future 2013-23, December 2012

**Direction 4.2 – Support a high quality walking and cycling network to improve local accessibility**

Ballarat is relatively easy to get around by walking and cycling, however, relatively few people choose to commute this way to get to work and school. Most journeys of these types are for recreation.

There is significant opportunity to support much greater participation through higher quality walking and cycling networks to local destinations like shops, services, sports grounds and schools. This direction seeks to add additional value to the existing Ballarat Cycling Strategy and Principle Bicycle Network, developed in collaboration between Council and VicRoads.

Approaches that could be pursued include:

- provision of high quality cycle paths, track and trails as well as highly walkable routes between key nodes such as schools, employment hubs and activity centres
- **development of a Ballarat Bicycle Network with branded route numbers and quiet street routes through the development of a sustainable transport strategy**
- **Introduction of a Boulevard network** (see Part A of this document for more information)
- **Introduction of a neighbourhood links program** (see Part A of this document for more information).

To increase the activation around the Lake Wendouree Precinct there is an opportunity to potentially introduce a **bike share scheme** for recreational users. When visitors are coming to the area, it could be a great opportunity to increase the visitor experience and enable visitors to ride around the Lake and see the Botanical Gardens, Ex-Prisoner of War Memorial and Victoria Park.

**Initiatives**

- 4.2.1 Develop a Ballarat Bicycle Network with branded route numbers and quiet street routes through the development of a sustainable transport strategy
- 4.2.2 Introduce a Boulevard network
- 4.2.3 Introduce neighbourhood links program
- 4.2.4 Investigate a bike share scheme

### Direction 4.3 – Support improved connections to other cities and key jobs and business markets

While Ballarat's current train services provides for commuters to Melbourne, the service could better support those working late night hours and commuters to other destinations. The existing bus services to Geelong and Bendigo are not frequent enough for convenient commuting and/or business purposes, encouraging single person car use. There is a role for Council to lobby for more frequent and **convenient connections, as well as improvements to infrastructure, such as duplication of rail track and additional passing loops.**

Providing improved Wi-Fi, and other **digital initiatives** that aim to make the journey to Melbourne more productive will further support commuters.



#### Initiatives

- 4.3.1 Lobby for more frequent train services to Melbourne and more frequent and convenient public transport connections to key regional destinations, such as Geelong and Bendigo
- 4.3.2 Support initiatives that improve digital connections

### Direction 4.4 – Improve the efficiency of moving freight

The movement of freight is crucial to the Ballarat economy. Freight is critical both for consumers and businesses seeking goods, and for manufacturing and production businesses which produce goods for market. The efficiency of accessing markets and receiving goods has a significant impact on the competitiveness of doing business from and with Ballarat. The greater the efficiency, the more competitive businesses can be, ultimately resulting in more jobs and greater productivity.

There are some key land use opportunities that maximise efficiency of freight movement, particularly **co-location of industries in proximity to the established transport gateways** at the Ballarat West Freight Hub and Ballarat Airport precincts. The current investments in the Ballarat Western Link Road project are important for leveraging the benefits of the entire Ballarat West Employment Zone. Further **investment along defined freight routes** and through key freight gateways will be crucial into the future. Given the shape of Ballarat, **new orbital road connections** to better link Geelong and areas to the south and south east of the city to the inter-state rail and road networks will be crucial and requires consideration of preparatory work for these linkages.



#### Initiatives

- 4.4.1 Improve the efficiency of supply chains by supporting the co-location of industries around Ballarat's developing regional transport gateway (Ballarat West freight hub and airport)
- 4.4.2 Encourage investment along strategic freight corridors
- 4.4.3 Consider new orbital freight connections to key markets

## Direction 4.5 – Plan for future transport capacity and demand

There are long timelines associated with the development of any major infrastructure. Rapid changes in demand are difficult to respond to in a timely manner unless long-term strategic planning has been undertaken to prepare for the long-term need. This reality means that the forecast number of people, types of jobs, business needs, housing, resilience to natural hazards and the climate all need to be planned for now. Significant regional scale planning has already been undertaken through the development of the **Ballarat Regional Capital Plan** and **Central Highlands Regional Growth plan**, both of which require funding from all levels of Government and the private sector to deliver. The Ballarat Western Link Road project has been planned but not yet fully funded and this is required to ensure the ongoing delivery in line with growth in people and jobs in Ballarat's west.

With a population of approximately 160,000 people in Ballarat by 2040 there is a clear need to pursue a high frequency, logical and convenient public transport system. The development of such a network will require investigation into potential sites and land required for **new orbital road connections, priority public transport routes, new railway station and regional intermodal hubs**. Park and ride and feeder public transport bus services and regional park-and-ride facilities will also be important.

Ultimately, such a network will need to be delivered and managed by Public Transport Victoria and related agencies. City of Ballarat will **actively lobby for a public transport system that services the 10 minute city**. Council, however, has a particularly important role to play in supporting the viability of such a network as **incremental planning decisions** will influence where people live and ultimately improve the viability of providing high frequency services. A well planned Ballarat will make it easier and cheaper to provide services, capacity and connections in a cost effective manner. Land use decision-making in alignment with the Ballarat Strategy will help promote the type of City the community wants Ballarat to be, whilst also supporting its productivity.

Given the uncertain nature of the long-term future, investment decisions must appropriately assess the risks associated and be development so as to be able to adapt to changing variables, forecasts and expectations over time.

### Initiatives

- 4.5.1 Plan for a high frequency, logical and convenient public transport system
- 4.5.2 Actively lobby for a public transport system that services the 10 minute city
- 4.5.3 Seek funding from State and Federal Governments and the private sector to deliver infrastructure as defined in the Ballarat Regional Capital Plan and Central Highlands Regional Growth Plan
- 4.5.4 Advocate for the staged delivery of the Ballarat Western Link Road and protect the alignment of future stages
- 4.5.5 Investigate land acquisition for new orbital road connections and priority public transport routes
- 4.5.6 Investigate a new railway station servicing eastern Ballarat
- 4.5.7 Investigate regional park and ride opportunities
- 4.5.8 Improve commuter car-parking at key park-and-ride locations

## Direction 4.6 – Plan for land uses that support viable frequent public transport and a more productive city

Encouraging growth in activity centres, along bus corridors and enabling greater housing diversity in areas near railway stations will help **support potential improvements to rail and bus services**. It is proposed for there to be more extensive use of the Residential Growth Zone within the catchment of public transport hubs, such as Wendouree activity centre and railway station and areas identified for potential infill change in Sebastopol and Delacombe, as well as in the CBD and inner city fringe. Intensifying land uses around hubs, with a focus on access by public transport, is commonly referred to as **Transit Oriented Development**, and opportunities for this type of development should be pursued.

Further zoning and other initiatives will be investigated in appropriate areas surrounding the main Ballarat Railway Station, particularly in areas neighbouring or undergoing renewal, areas neighbouring Federation University Mount Helen and City campuses and the Technology Park. More dense and diverse dwellings within the walking catchment areas 400-800m around public transport stops will be an important land use outcome.

When master planning **growth areas, proposed high frequency public transport spine network** will be a key criteria and consideration.



### Initiatives

- 4.6.1 Intensify land use in and around higher order activity centres to support "Transit Oriented Development"
- 4.6.2 When master-planning greenfield growth areas, consider the high frequency public transport spine network and local access to public transport

## The Ballarat landscape

Manage Ballarat's unique historic, cultural and natural values as an integrated landscape of high value to the community.

Ballarat today represents layers of a dynamic history involving both its natural and physical landscape and the people that have made Ballarat home. The feedback from Ballarat Imagine clearly showed that this mix of layers has made Ballarat a very distinctive and much loved place. The Ballarat community is proud of its unique and beautiful city, its heritage buildings and streetscapes, Lake Wendouree, its parks and gardens and its street trees and bushland. It is important to the community that these important elements that make Ballarat unique are not lost as the city grows.

Ballarat's unique character faces many challenges. Notably the pressures associated with population growth, changing socio-economic influences and environmental and climate change. It is important that as the city faces these challenges that those things that are most valued, like Ballarat's unique character, do not become eroded, fragmented and deteriorate over time. It is important to respond to challenges through creative and forward-thinking decision-making that supports sustainable change over the long-term.

The following are the key policy directions proposed for growth in Ballarat, which supports a much larger but also more diverse community with key considerations for a more sustainable future and enhancements to the natural and built environment.

### Directions

- 5.1 Manage sustainable growth of the city through its urban and rural structure**
- 5.2 Ensure sustainable water management of the city through urban design**
- 5.3 Manage Ballarat's unique heritage, landscape and character as an integrated historic urban landscape**
- 5.4 Protect and enhance the natural world in urban areas**
- 5.5 Improve energy efficiency**
- 5.6 Reduce waste taken to landfill and associated community impacts**
- 5.7 Improve resilience to the risks associated with climate change**

## Direction 5.1- Manage sustainable growth of the city through its urban and rural structure

Population growth has brought increased demand on services and infrastructure across Ballarat. It has also created congestion and put pressure on the natural environment. The degradation and depletion of natural resources, climate change and development pressure on green areas have become major concerns for growing cities. In response to these problems, urban planning policies have shifted to a sustainable focus and cities have begun to develop new strategies for improving the quality of urban ecosystems.

Ballarat needs to grow more sustainably. A key driver of future growth is that household sizes are projected to decrease, which will increase the number of houses required per head of population. Therefore it will be important to **promote infill development and the health and wellbeing benefits of living within a 10 minute city**. As our population diversifies and increases, our housing growth will need to be in the already identified Ballarat West Growth Area and existing inner urban areas to take advantage of the **proximity to transport, services and employment opportunities**.

Ballarat has a commitment to provide a minimum 15 years Greenfield land supply. The focus for additional Greenfield supply should be in locations where impacts on Ballarat's historic urban landscape, the surrounding natural resource base and the environment are minimised. It will be important that these areas are **master planned to ensure a liveable community and enhancement of the natural environment**.

The rural areas of Ballarat are a key part of its distinctive character and include some of Victoria's richest agricultural areas and farming activities which have some of the highest value of production per hectare in the State. The agricultural land is an important component of the City's rural identity and productive agricultural land is a finite resource that is valued, supported and needs to be protected. It is crucial to **ensure the management of rural land is in accordance with the adopted rural land use policy**. There is significant risk to Ballarat's natural resources and farming activities by ad hoc land use change that can compromise viability and growth of agriculture and threaten the health and functioning of natural resources.



### Initiatives

- 5.1.1 Promote infill development that increases the number of people in proximity to activity centres and public transport options
- 5.1.2 Ensure new Greenfield areas are master planned to protect and enhance the natural environment
- 5.1.3 Ensure new Greenfield areas are master planned to support sustainable living
- 5.1.4 Additional Greenfield land supply should be in a location that minimises impacts on Ballarat's historic urban landscape, the environment and Ballarat's natural resource base
- 5.1.5 Ensure the management of rural land is in accordance with adopted rural land use policy

**Direction 5.2 – Ensure sustainable water management of the city through urban design**

Ballarat is located on the ground of a number of creeks and swamp areas which were the original source of alluvial gold for which Ballarat is famous. However, as an inland city the issue of sustainable water management is a significant one. It was only within the last few years that the drought in the area has been broken by several seasons of average rainfall. This is unlikely to last over the long-term and periods of drought are almost certain to return. It is important that as the city is designed and built that sustainable water management is implemented to both reduce the requirement for water in the first place, capture and reuse as much water as possible, and investigate ways to reuse water which would otherwise be discarded. This type of approach is referred to as **whole-of-water-cycle management**. This approach should be adopted in the design **of all new suburbs**, through the Precinct Structure Planning and Master Planning of these new areas, and investigated for similar use in **infill developments**.

When significant new development occurs that does not address water management, this can burden the entire community with unnecessary restrictions or associated costs during the inevitable future periods of low rainfall. Council has an opportunity to play a leadership role through the ongoing **incorporation of water sensitive design solutions into the public realm**. This type of approach to water management can also reduce the impacts and associated costs of flood events, which are an ongoing issue in Ballarat given its current pattern of development and location along the Yarrowee and Canadian Creeks and other tributaries. The ongoing participation in the Living Ballarat project is a key opportunity for long-term sustainable water management.

Water and sewage assets are critical infrastructure to our city. They represent a significant amount of investment by all ratepayers and tax-payers over multiple generations. It is critically important that they are appropriately located and protected from encroachment by uses which will make it difficult for them to operate over the long-term. The separation also has a dual role in that it protects the community from living or working too close to these assets, potentially unaware of the ongoing issues of smell, for example, which can cause problems or the unintentional contamination of water supplies through inappropriate development in catchment areas.

The Ballarat Planning Scheme is best placed to help maintain this separation of uses. The **Ballarat Environmental Controls Review** will provide recommendations on strengthening environmental controls in the scheme. These recommendations should be implemented as a priority, including establishing appropriate buffer zones around key assets, identifying sites of potential land contamination and strengthening the **protection of key water catchment areas**. **Flood investigations are currently underway in key catchment areas, and the implementation of the findings of those flood studies** will ensure the ongoing protection of the community from developing in flood prone areas.

It is important that measures protect life and property from flooding but also prevent the wider community from having to pay to repair the damage to property and infrastructure associated with such a flood event. That funding could otherwise be invested in other areas of the city to improve the amenity, opportunity and vibrancy of the city for all residents and visitors.



## Initiatives

- 5.2.1 Ensure that the design of new suburbs and major redevelopment areas is based on whole-of-water-cycle management.
- 5.2.2 Investigate planning scheme controls on water sensitive urban design in new developments
- 5.2.3 Incorporate water sensitive urban design initiatives into public realm improvements and streetscape upgrades, where appropriate
- 5.2.4 Implement recommendations of Ballarat Environmental Controls Review, including the protection of water quality
- 5.2.5 Implement flooding controls for key catchment areas.

## Direction 5.3 – Manage Ballarat’s unique heritage, landscape and character as an integrated historic urban landscape

The management of Ballarat’s historic urban landscape is much more complex than the traditional approach of protection of heritage buildings from change. The Ballarat Imagine process highlighted that whilst the heritage buildings were one of the elements that the community value the most, there was also a view that a much broader range of values were essential to protect into the future.

Ballarat is growing and change is inevitable. The challenge for the Ballarat Strategy is how to manage that change in a manner that protects Ballarat’s cultural and heritage landscape from inappropriate change. The Historic Urban Landscape approach will provide that guidance. Ballarat is formally undertaking a Pilot program to implement the UNESCO derived Historic Urban Landscape approach, which will help guide policy and decision-making to **protect identified community values** and work with the community to **recognise acceptable levels of change**. Appropriate management of change will preserve what it is that is valued across Ballarat and **protect the very attributes and lifestyle that make Ballarat a preferred place to live and do business** for current and potential residents and visitors to our historic city. Opportunities for **financial incentives to encourage renewal** should be pursued and the **community engaged using the principles of the Historic Urban Landscape approach**. The worst outcome for a heritage place is for it to be unused and inaccessible.

Many heritage properties in Ballarat are at risk of becoming cases of ‘demolition by neglect’. Demolition by neglect occurs when a building is not maintained properly or is not being used. As a result, buildings will often fall into disrepair. In order to bring these sites back to life, there is a need to **strongly encourage adaptive reuse**. The adaptive reuse of an historic building can have minimal impact on the heritage and cultural values of the building and its setting and can assist in increasing the vibrancy of the city. Communities have much to gain from adaptively reusing historic buildings. Environmental benefits, combined with energy savings and the social advantage of recycling a valued heritage place make adaptive reuse of historic buildings an essential component of sustainable development.



## Initiatives

- 5.3.1 Strongly encourage adaptive reuse and other sympathetic development that enhances heritage values.
- 5.3.2 Investigate financial incentives to encourage renewal
- 5.3.3 Protect identified community values for Ballarat as the population grows and communities change over time
- 5.3.4 Recognise acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments are appropriate.

#### Direction 5.4 – Protect and enhance the natural world in urban areas

As the urban area increases, it will be important to protect our natural assets from development encroachment, including our street trees, open spaces, creeks and waterways. The community values our parks, gardens, green spaces and tree-lined streets. Intermittent periods of drought, water restrictions and periods of extreme heat put our trees under stress. Council undertakes an extensive tree planting program every year to expand the urban forest and off-set the loss of older trees in decline. According to a recent study, Ballarat has 17% tree canopy coverage<sup>12</sup> including rural and urban areas. It is proposed to increase this figure to at least 40% tree canopy coverage in urban areas by 2040. An urban forest initiative would enable Ballarat to reach the target and **increase canopy cover and better management of our urban forest.**

An urban forest program provides guidance to existing programs for tree planting in streetscapes in the CBD, major city entrances, boulevards, parks and gardens, linking investment in street trees and public spaces to the wider benefits of an established network of **Living Corridors.**

Living Corridors themselves offer the opportunity for a more integrated and holistic concept for investing in natural elements across the city which will promote sustainability and increase biodiversity. Living corridors often lie along creeks, rivers, or other natural features. These corridors protect environmentally sensitive areas by providing linkages in the landscape and potential buffers between natural and/or human communities. Once identified, change is better able to be monitored and opportunities pursued.

Ballarat's diverse open space network of more than 250 parks, sportsgrounds, lakes, linear reserves, urban spaces and conservation parklands provide a range of benefits for the community. The continued **implementation of the Ballarat Open Space Strategy (BOSS)** will guide the future provision, development and management of open space in the municipality into the future. However, in addition to the BOSS, Ballarat Imagine identified that Lake Wendouree and Victoria Park are highly valued open space areas within the municipality with a range of values. **Victoria Park is a well-established recreation reserve and its use should be strongly promoted to the local residents and the broader community. Similarly Lake Wendouree's role should be promoted and enhanced as a centre of community life, while protecting its views, trees and environmental functions.**

Additional policy related to the management of the natural environment is under investigation, including better recognition of strategic biolink connections at a landscape scale. Such strategic linkages can improve habitat viability and the connections between areas for native plants and animals and improve resilience of species and ecosystems to disturbances, including to climate change. Natural connections can act as important places for recreation and relaxation and facilitate stronger community cohesion through shared opportunities for community led management initiatives. A key initiative to enhancing the natural environment is in the encouragement of **community led initiatives for the stewardship and management of waterways, habitat areas and public land with natural values.**

#### Initiatives

- 5.4.1 Develop and implement an Urban Forest Strategy for Ballarat to include programs for tree planting in streetscapes in the CBD, major city entrances, boulevards, parks, and gardens as part of the Living Corridors concept
- 5.4.2 Implement urban forest initiatives to increase our canopy cover and better management of our urban forest.

- 5.4.3 Continue implementation of the city's Open Space Strategy to improve and expand the open space network and linkages
- 5.4.4 Strongly grow the use of Victoria Park as an open space asset
- 5.4.5 Grow Lake Wendouree's role as a centre of community life, while protecting its views, trees and environmental functions
- 5.4.6 Enhance strategic biolink connections
- 5.4.7 Improve opportunities for community led initiatives of streams, habitat areas and publicland with natural values.

<sup>12</sup> Institute for Sustainable Futures 2014

## Direction 5.5 – Improve energy efficiency

Improving energy efficiency is important for reducing our reliance on unsustainable fossil fuel which is likely to be associated with ongoing price uncertainty over the long-term. The cost of energy is expected to rise significantly, making it an increasingly heavy burden on the cost of delivering Council services. The location of Ballarat as an inland city is also relevant, as we are located in an area with significant risk of increasing frequency of natural hazards and disasters associated with climate change.

In response to these issues, it is important to strive for **increasing energy efficiency in Council business. City of Ballarat is responding proactively to the challenges of climate change by becoming more sustainable and to set targets and policy positions for how this will be achieved.** For example, it is Council policy that all council buildings incorporate sustainable building design principles that maximise energy efficiency and minimise environmental impacts and resource use in the construction, operation and maintenance of Council buildings and facilities.

Council planning regulations can provide incentives and guidance for residents and businesses to plan and build in accordance with best practice for energy efficiency outcomes. Council will **work with the local development industry to facilitate increasingly energy efficient buildings** in the Ballarat market. Support and encouragement will also be given to the innovation of energy efficient solutions in new developments and redevelopments. Making changes to the **Ballarat Planning Scheme to support more energy efficient developments** is a crucial opportunity.



### Initiatives

- 5.5.1 Continue to implement initiatives that reduce energy consumption and associated costs for Council owned facilities and sites
- 5.5.2 Support the development industry to introduce greater energy efficiencies into the Ballarat market
- 5.5.3 Support the innovation of energy efficient solutions in new developments and redevelopments
- 5.5.4 Investigate options to strengthen Council policies and planning scheme controls related to energy efficiency.

### Direction 5.6 – Reduce waste taken to landfill and associated community impacts

As the city grows, the amount of waste produced and sent to landfill is expected to increase at a faster rate than the rate of population growth. Larger populations consume more and place increasing pressure on waste disposal arrangements. The cost of waste management is significant in Ballarat, and a large proportion of rates are spent every year on the collection and disposal of household, commercial and industrial waste. The reduction in waste therefore has significant cost benefits for the city, enabling more funds to be spent on other services, as well as being important for wider sustainability of the city.

The Ballarat Regional Landfill at Smythedale offers landfill services to the wider region, including areas of the adjacent Golden Plains and Hepburn Shires. **New and innovative options to further strengthen this facility and support regional waste management solutions should be pursued.** The introduction of green waste kerbside collection by July 2015 will be the first initiative to extend the life of the landfill.

Ongoing investigations of new **and innovative solutions to reduce the amount of waste produced, the ability for it to be reused and value added at its source, and recycled** will have significant benefits. **This approach is in preference to disposal at landfill.** Council is currently working with Sustainability Victoria to reduce the amount of organic waste going to landfill by 8000 tonnes, which will **help prolong the life of the landfill**. The project will also allow landfill gas to be captured and used to produce electricity. Council will also continue to seek suitable partnerships to establish future waste to energy solutions that can provide heat and power at the Ballarat West Employment Zone through this process.

#### Initiatives

- 5.6.1 Support and implement initiatives to reduce waste to landfill and increase the life of the asset
- 5.6.2 Investigate and support waste to energy initiatives and outcomes
- 5.6.3 Support innovative solutions to reduce and better manage waste, in preference to disposal at landfill
- 5.6.4 Support regional waste management solutions and cost minimisation.

## Direction 5.7 – Improve resilience to the risks associated with climate change

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

**Building resilience in the community** is an important concept which the State Government has been seeking to instil since the Black Saturday bushfires. It is important for communities themselves to prepare for the impacts of these long-term changes, and be better able to respond and recover when they do occur. Ongoing initiatives to work with vulnerable communities to improve their resilience will become increasingly important elements of **preparation for natural disasters**. Similarly the **design of new suburbs and major redevelopment areas also has the capacity to minimise risks associated with natural disasters impacts on natural resources and the natural environment**.



### Initiatives

- 5.7.1 Ensure that the design of new suburbs and redevelopment areas minimise risks associated with natural disasters
- 5.7.2 Respond to the risks arising from climate change by introducing appropriate planning controls (i.e. flood overlays).



## Next Steps

This “Preliminary” Ballarat Strategy outlines for the first time the key concepts which are proposed to underpin land use decision-making in Ballarat over the next 30 years.

It represents the ideas, aspirations and vision of the Ballarat community, expressed through Ballarat Imagine.

It is important to note that this document is not a “draft” strategy, but rather provides an update to the community on the policy direction and initiatives currently under investigation at this interim stage. Significant analysis, research, investigation and refinement remains ongoing.

A “draft” strategy, the final consultation stage on a proposed final document, is expected early 2015.



# 1

## Productive Ballarat

Initiatives relate to the management of these challenges



▪ Housing	▪ Economic Development	▪ Redevelopment and infill	▪ Landscape and Built Environment	▪ New Greenfields	▪ Transport	▪ Infrastructure	▪ Open Space	▪ Environmental Values	▪ Heritage	▪ Climate Change and Environmental Risks	▪ Community Development
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### 1.1 Plan for jobs in accessible locations

1.1.1 Develop a new hierarchy of Regional Capital precincts												
1.1.2 Diversify and expand employment in existing centres, in accordance with adopted activity centre policy												
1.1.3 Develop an investment pipeline for Regional Capital functions for Western Victoria												
1.1.4 Identify and minimise the real and long-term cost of infrastructure, including the impacts of natural hazards, for new employment areas												
1.1.5 Investigate land use and planning initiatives to support the recommendations of the Ballarat Economic Strategy												

### 1.2 Facilitate growth in key regional capital precincts - [including health, education, government and higher-order retail and business activity centres]

1.2.1 Develop a site specific strategic vision for each Regional Capital precincts												
1.2.2 Investigate opportunities for Government Departments to relocate to Ballarat, to act as anchor tenants to commercial developments in the CBD												
1.2.3 Facilitate the delivery of the Ballarat West Employment Zone and freight hub												

Continued on page 93



■ Housing	■ Economic Development	■ Redevelopment and infill	■ Landscape and Built Environment	■ New Greenfields	■ Transport	■ Infrastructure	■ Open Space	■ Environmental Values	■ Heritage	■ Climate Change and Environmental Risks	■ Community Development
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### 1.3 Facilitate growth in key local employment areas

1.3.1 Undertake structure planning for Major Activity Centres and other lower order centres	✳	✳	✳	✳		✳	✳	✳	✳	✳	✳	✳
1.3.2 Facilitate the renewal of Delacombe industrial precinct		✳	✳									
1.1.3 Develop an investment pipeline for Regional Capital functions for Western Victoria		✳						✳		✳		
1.3.3 Protect significant employment precincts from encroachment by sensitive uses including establishment of buffers												
1.3.4 Identify industrial areas suitable for transition to non industrial uses	✳	✳	✳	✳				✳				✳
1.3.5 Avoid the creation of new higher-order nodes, aside from the already-committed Glenelg Highway Major Activity Centre by implementing the Ballarat Activity Centres Strategy	✳	✳	✳				✳					
























### 1.4 Leverage city shaping infrastructure

1.4.1 Develop a long-term infrastructure pipeline required to support the changing scale of the regional capital							✳					✳
1.4.2 Identify and protect land for the long-term development of a Ballarat Airport with passenger and freight services		✳					✳					
1.4.3 Leverage the future freight hub to capture a greater share of the inter-state and intra-state freight market		✳					✳					
1.4.4 Identify opportunities for long-term rail freight intermodal opportunities		✳					✳					

Continued on page 94 ➤

▪ Housing	▪ Economic Development	▪ Redevelopment and infill	▪ Landscape and Built Environment	▪ New Greenfields	▪ Transport	▪ Infrastructure	▪ Open Space	▪ Environmental Values	▪ Heritage	▪ Climate Change and Environmental Risks	▪ Community Development
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### 1.5 Activate the CBD for living, working and as a vibrant destination

1.5.1 Implement the public realm recommendations of the CBD Strategy												
1.5.2 Explore opportunities for policy changes, incentives and pilot projects to activate key sites												
1.5.3 Develop and implement a Parking Strategy to better manage the parking requirements for central commercial developments												
1.5.4 Reduce barriers and costs associated with activation of public spaces												
1.5.5 Introduce night-time and out of hours activation of public spaces through events and community initiatives												
1.5.6 Pursue an iconic place within the CBD for events, tourism and an identified tourist destination												

### 1.6 Enable an investment pipeline of urban renewal

1.6.1 Identify key urban renewal opportunities												
1.6.2 Develop inner-city urban renewal precincts that are vibrant attractors of professional workers seeking a product not readily available in Ballarat housing market												
1.6.3 Plan for greater densities and diversity of housing in specified locations highly accessible to jobs, services and entertainment												
1.6.4 Enable suburban growth and change along high frequency public transport corridors												

Continued on page 95 ➤

▪ Housing
▪ Economic Development
▪ Redevelopment and infill
▪ Landscape and Built Environment
▪ New Greenfields
▪ Transport
▪ Infrastructure
▪ Open Space
▪ Environmental Values
▪ Heritage
▪ Climate Change and Environmental Risks
▪ Community Development

## 1.7 Plan for sufficient land supply for jobs

1.7.1 Monitor land supply to ensure sufficient supply for office and industrial uses



## 1.8 Achieve a higher quality visitor experience to Ballarat

1.8.1 Develop and improve the quality and amenity of gateways												
1.8.2 Identify opportunities to provide boulevards to improve the overall visitor experience of Ballarat for visitors accessing key sites (e.g. Sovereign Hill)												
1.8.3 Investigate expansion of community access and activation of Lake Wendouree												
1.8.4 Develop and implement an interpretation strategy for Ballarat that engages people through the use of new technology and creative approaches												
1.8.5 Ensure a supply of retail and office space suitable for emerging innovative, creative and artistic businesses												

Direction 2 follows on page 96

# 2

## Accessible and highly liveable Ballarat – The “10 Minute City”

Initiatives relate to the management of these challenges



▪ Housing	▪ Economic Development	▪ Redevelopment and infill	▪ Landscape and Built Environment	▪ New Greenfields	▪ Transport	▪ Infrastructure	▪ Open Space	▪ Environmental Values	▪ Heritage	▪ Climate Change and Environmental Risks	▪ Community Development
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### 2.1 Facilitate better access to local services and facilities

2.1.1 Use infrastructure investment to reduce the need to drive to access shops, services and jobs						✱	✱		✱		✱	✱
2.1.2 Plan for new growth areas to uphold the “10 minute city” principle					✱	✱						✱
2.1.3 Undertake local area planning to provide for local services and activities											✱	✱
2.1.4 Build transit demand along planned higher-service public transport corridors through encouraging infill development			✱			✱		✱				
2.1.5 When master-planning greenfield growth areas, consider the high frequency public transport spine network					✱	✱	✱					

### 2.2 Create highly connected and walkable communities

2.2.1 Prioritise walking and cycling investments in the 10 minute catchments to activity centres				✱		✱					✱	✱
2.2.2 Prioritise safe pedestrian movement at key intersections				✱		✱	✱					
2.2.3 Support implementation of sustainable transport initiatives				✱		✱					✱	✱

### 2.3 Plan for a healthy community

2.3.1 Recognise and improve recreational walking connections valued by the community				✱		✱		✱			✱	✱
2.3.2 Implement Council’s health and wellbeing directions												✱

Continued on page 97



	■ Housing	■ Economic Development	■ Redevelopment and infill	■ Landscape and Built Environment	■ New Greenfields	■ Transport	■ Infrastructure	■ Open Space	■ Environmental Values	■ Heritage	■ Climate Change and Environmental Risks	■ Community Development
2.3.3 Support the provision of high quality, well connected and accessible open space				✳	✳			✳	✳		✳	✳
2.3.4 Coordinate delivery of community infrastructure through PSP and master planning for growing areas					✳							✳
2.3.5 Encourage community led initiatives supporting health and wellbeing												✳
2.3.6 Combine Council's standalone community facilities into accessible multi-use hubs.												✳

## 2.4 Improve the public realm

2.4.1 Ensure new greenfield areas are master-planned and include strong controls on urban design and amenity				✳	✳			✳				
2.4.2 Require development contributions for all future greenfield developments to contribute to the funding of a high quality public realm		✳			✳			✳				
2.4.3 Prioritise use of the CBD's public realm in the following order: economic activity such as shopping and outdoor dining, walking, events and public open space and amenity purposes; public transport and cycling; local vehicle traffic and parking; through vehicle traffic		✳		✳		✳		✳	✳	✳		
2.4.4 Ensure new development is orientated to address and engage with the public realm to create safe, vibrant and activated urban environments			✳	✳	✳			✳				
2.4.5 Encourage design excellence that creatively responds to and enhances Ballarat's valued character, landscape and community values		✳	✳	✳						✳		
2.4.6 Use participatory approaches to design public realm				✳	✳			✳				

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## 2.5 Embrace cultural diversity

[illegible]

Direction 3 follows on page 99 ➤

# 3

## Housing Ballarat

Initiatives relate to the management of these challenges



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### 3.1 Diversify housing choices in well-serviced locations

3.1.1 Identify infill opportunities, greenfield sites and urban renewal precincts to provide a diversity of housing for changing demographics											
3.1.2 Encourage and promote a varied density of infill development in targeted locations along public transport corridors, high amenity areas and around activity centres											
3.1.3 Continue to diversify Activity Centres by encouraging residential uses into commercial areas											
3.1.4 Improve the built form quality of medium and higher density developments in Ballarat through policy, guidance and pilot opportunities											
3.1.5 Consider land supply available for rural lifestyle housing as part of a wider catchment including surrounding municipalities											
3.1.6 Develop a clear policy on Council's role in the supply of social and affordable housing											
3.1.7 Support pilot projects for social and affordable housing											

### 3.2 Plan for an ageing community

3.2.1 Take strong action to increase housing growth in existing urban areas to support ageing in place and access to amenities											
3.2.2 Develop targeted areas for infill and renewal close to activity centres and/or amenities											
3.2.3 Plan ahead for an ageing population in line with population projections											
3.2.4 Ensure appropriate cemetery land supply											

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### 3.3 Provide clarity on the opportunities for greenfield housing development

3.3.1 Prioritise greenfield development in the Ballarat West Growth Area	✳				✳	✳	✳				✳	
3.3.2 Avoid adhoc and unplanned greenfield developments	✳			✳	✳	✳	✳	✳	✳		✳	
3.3.3 The merits of new greenfield proposals should be tested against established criteria	✳				✳	✳	✳	✳	✳		✳	✳

### 3.4 Ensure fair and equitable funding of new development

3.4.1 Encourage development where servicing is most cost effective	✳	✳	✳		✳	✳	✳	✳				✳
3.4.2 Ensure appropriate development contributions apply to new development to support the provision and upgrade of required infrastructure	✳	✳			✳	✳	✳	✳				✳
3.4.3 Provide sufficient land supply to support a functioning property market for greenfields residential, small-scale residential infill and redevelopment and major mixed use redevelopment sites	✳	✳	✳		✳							

### 3.5 Protect the unique character of Ballarat

3.5.1 Improve the promotion and compliance with Landscape Character Area requirements in all new developments	✳		✳	✳					✳	✳		
3.5.2 Ensure that new developments achieve a balance of density, diversity and respect for local character	✳		✳	✳						✳		
3.5.3 Undertake local area planning through consideration of local values	✳		✳	✳				✳	✳	✳		✳

Direction 4 follows on page 101 ➔

# 4

## Connected Ballarat

Initiatives relate to the management of these challenges



Housing	Economic Development	Redevelopment and infill	Landscape and Built Environment	New Greenfields	Transport	Infrastructure	Open Space	Environmental Values	Heritage	Climate Change and Environmental Risks	Community Development
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### 4.1 Support cultural change for a less car dependent community

4.1.1 Support community led initiatives to increase rates of cycling											
4.1.2 Implement sustainable transport initiatives that promote alternative modes of transport											
4.1.3 Collect relevant baseline data on non-motorised trips in Ballarat											

### 4.2 Support a high quality walking and cycling network to improve local accessibility

4.2.1 Develop a Ballarat Bicycle Network with branded route numbers and quiet street routes through the development of a sustainable transport strategy											
4.2.2 Introduce a Boulevard network											
4.2.3 Introduce neighbourhood links program											
4.2.4 Investigate a bike share scheme											

### 4.3 Support improved connections to other cities and key jobs and business markets

4.3.1 Lobby for more frequent train services to Melbourne and more frequent and convenient public transport connections to key regional destinations, such as Geelong and Bendigo											
4.3.2 Support initiatives that improve digital connections											

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### 4.4 Improve the efficiency of moving freight

4.4.1 Improve the efficiency of supply chains by supporting the co-location of industries around Ballarat's developing regional transport gateway (Ballarat West freight hub and airport)												
4.4.2 Encourage investment along strategic freight corridors												
4.4.3 Consider new orbital freight connections to key markets												










### 4.5 Plan for future transport capacity and demand

4.5.1 Plan for a high frequency, logical and convenient public transport system												
4.5.2 Actively lobby for a public transport system that services the 10 minute city												
4.5.3 Seek funding from State and Federal Governments and the private sector to deliver infrastructure as defined in the Ballarat Regional Capital Plan and Central Highlands Regional Growth Plan												
4.5.4 Advocate for the staged delivery of the Ballarat Western Link Road and protect the alignment of future stages												
4.5.5 Investigate land acquisition for new orbital road connections and priority public transport routes												
4.5.6 Investigate a new railway station servicing eastern Ballarat												
4.5.7 Investigate regional park and ride opportunities												
4.5.8 Improve commuter car-parking at key park-and-ride locations												

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## 4.6 Plan for land uses that support viable frequent public transport and a more productive city

4.6.1 Intensify land use in and around higher order activity centres to support "Transit Oriented Development"												
4.6.2 When master-planning greenfield growth areas, consider the high frequency public transport spine network and local access to public transport												

Direction 5 follows on page 104 

# 5

## The Ballarat landscape

Initiatives relate to the management of these challenges



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### 5.1 Manage sustainable growth of the city through its urban and rural structure

5.1.1 Promote infill development that increases the number of people in proximity to activity centres and public transport options											
5.1.2 Ensure new Greenfield areas are master planned to protect and enhance the natural environment											
5.1.3 Ensure new Greenfield areas are master planned to support sustainable living											
5.1.4 Additional Greenfield land supply should be in a location that minimises impacts on Ballarat's historic urban landscape, the environment and Ballarat's natural resource base											
5.1.5 Ensure the management of rural land is in accordance with adopted rural land use policy											

### 5.2 Ensure sustainable water management of the city through urban design

5.2.1 Ensure that the design of new suburbs and major redevelopment areas is based on whole-of-water-cycle management											
5.2.2 Investigate and implement planning scheme controls on water sensitive urban design in new developments											
5.2.3 Incorporate water sensitive urban design initiatives into public realm improvements and streetscape upgrades, where appropriate											
5.2.4 Implement recommendations of Ballarat Environmental Controls Review, including the protection of water quality											
5.2.5 Implement flooding controls for key catchment areas											

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### 5.3 Manage Ballarat's unique heritage, landscape and character as an integrated historic urban landscape

5.3.1 Strongly encourage adaptive reuse and other sympathetic development that enhances heritage values											
5.3.2 Investigate financial incentives to encourage renewal											
5.3.3 Protect identified community values for Ballarat as the population grows and communities change over time											
5.3.4 Recognise acceptable levels of change for sensitive neighbourhoods, to provide certainty to residents and developers as to what types of developments are appropriate											














### 5.4 Protect and enhance the natural world in urban areas

5.4.1 Develop and implement an Urban Forest Strategy for Ballarat to include programs for tree planting in streetscapes in the CBD, major city entrances, boulevards, parks and gardens as part of the Living Corridors concept.											
5.4.2 Implement urban forest initiatives to increase our canopy cover and better management of our urban forest											
5.4.3 Continue implementation of the city's strategic Open Space Strategy to improve and expand the open space network and linkages											
5.4.4 Strongly grow the use of Victoria Park as an open space asset											
5.4.5 Grow Lake Wendouree's role as a centre of community life, while protecting its views, trees and environmental functions											
5.4.6 Enhance strategic biolink connections											
5.4.7 Improve opportunities for community led initiatives of streams, habitat areas and public land with natural values											

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### 5.5 Improve energy efficiency

5.5.1 Continue to implement initiatives that reduce energy consumption and associated costs for Council owned facilities and sites												
5.5.2 Support the development industry to introduce greater energy efficiencies into the Ballarat market												
5.5.3 Support the innovation of energy efficient solutions in new developments and redevelopments												
5.5.4 Investigate options to strengthen Council policies and planning scheme controls related to energy efficiency												

### 5.6 Reduce waste taken to landfill and associated community impacts

5.6.1 Support and implement initiatives to reduce waste to landfill and increase the life of the asset												
5.6.2 Investigate and support waste to energy initiatives and outcomes												
5.6.3 Support innovative solutions to reduce and better manage waste, in preference for disposal at landfill												
5.6.4 Support regional waste management solutions and cost minimisation												

### 5.7 Improve resilience to the risks associated with climate change

5.7.1 Ensure that the design of new suburbs and redevelopment areas minimise risks associated with natural disasters												
5.7.2 Respond to the risks arising from climate change by introducing appropriate planning controls (i.e. Flood overlays)												



## **Today Tommorrow Together** **The Ballarat Strategy** Our Vision for 2040

This Preliminary Strategy reflects the shared ideas and aspirations of all individuals and groups involved in Ballarat Imagine and the Ten Game Changing Questions consultation. Your continued contributions of enthusiasm, knowledge and expertise will be invaluable as the Strategy is refined towards the next and final consultation stage of the process.



**Today Tommorrow Together**  
The Ballarat Strategy Our Vision for 2040

# Preliminary Ballarat Strategy

Policy direction, Initiatives and the way forward



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More information and a downloadable  
version of the Preliminary Ballarat Strategy  
is available on Council's website at



[www.ballarat.vic.gov.au/haveyoursay](http://www.ballarat.vic.gov.au/haveyoursay)