

TODAY TOMORROW TOGETHER: THE BALLARAT STRATEGY
10 GAME CHANGING QUESTIONS
FOR BALLARAT'S FUTURE

What you said....

CONTENTS

1. SUMMARY OF COMMUNITY VIEWS.....	4
Managing Growth in the Context of Ballarat Imagine.....	4
Housing and the Future of the City.....	5
Ballarat’s Relationship with Melbourne.....	7
Ballarat’s Regional Role.....	7
Making a Wider Contribution	7
Maximising Ballarat’s Resilience to Change.....	8
2. COMMUNITY ENGAGEMENT	9
Background.....	9
Purpose	9
Process.....	10
Community Response.....	12
3. WHAT THE COMMUNITY SAID.....	14
Online Survey.....	14
Priorities and Growth Approaches	14
Ballarat's Relationship with Melbourne.....	16
Workshops.....	18
Technical Working Group.....	18
Submissions.....	19
Managing Growth in the Context of Ballarat Imagine.....	19
Responses to the Five Growth Approaches	21
Other Views on Housing and the Future of the City	24
Ballarat’s Regional Role.....	26
Other Matters Raised	28
4. APPENDICES	30

1. SUMMARY OF COMMUNITY VIEWS

The purpose of the community engagement was to:

- seek government, business, community and other stakeholder input on high-level questions that will drive Ballarat's future; and
- gauge the community's preferences on urban form so that later stages of the project can proceed with these threshold questions largely determined.

Summary of views collates feedback from all consultation elements being the 10 Game Changing Questions paper, online survey, community workshops and technical working group.

Feedback is divided into the following sections in line with the Game Changing Questions posed:

- Managing growth in the context of Ballarat Imagine
- Preferred location and style of housing development
- Relationship with Melbourne
- Ballarat's regional role
- Responding to change
- Ballarat's wider contribution

MANAGING GROWTH IN THE CONTEXT OF BALLARAT IMAGINE

Game Changing Questions:

With growth inevitable, how can we achieve the community's vision for the city in parallel with growth?

What should the Ballarat Strategy include so that as Ballarat grows we enhance our beautiful city; our lifestyle and keep our sense of community?

Comments received from the community and stakeholders on this topic were broadly consistent to those received through Ballarat Imagine but provided greater detail concerning how community aspirations could be realised with the expectation of a growing population. The *online survey* for example revealed preference for the environment, heritage and the CBD.

Managing growth

Most respondents took it as a given that growth was inevitable. The "Our Future City" workshop report provides a good snapshot of the overall response to this topic, outlining the following vision for the City:

*"The community's vision for Ballarat focuses on controlled growth, working toward the achievement of the vision of sustainability and protection of heritage whilst exercising both an environmental and social conscience and maintaining the city's own identity and much valued balance of city-country lifestyle. The community participants present envisage **controlled growth through careful planning and development** where expectations for growth are balanced with commercial reality."*

A few highlighted views relating to population growth and sustained economic growth, such as: *"It is not a self-evident truth that population growth is a measure of, or a contributor to economic growth."*

Along with population growth, respondents identified the parallel need for **expansion of employment opportunities** within Ballarat to keep up with population increases. There was a focus on opportunities to develop **creative and innovative industries**.

Holistic planning

Holistic forward planning for **all future needs** of communities/neighbourhoods was seen as **the key to managing growth** and related primarily to incorporating the infrastructure requirements for access to services, transport options, employment and general community “liveability” as an integral part of any development process. **Community engagement** was seen as critical as part of this planning process to ensure growth is managed well. The consideration of **health outcomes** in planning was also seen as a part of this planning process so that the design and retrofitting of the city encourages healthy and active living.

Heritage

There was a general consensus that the heritage landscape is valued throughout the community for its character and economic importance for tourism. Critically, few views sought sterilisation or blanket “no change” policies for heritage areas. Instead contributions favoured **growth that builds on and enhances heritage values**.

Participants involved in the “*Our Future City*” workshop indicated that they were “*confident that through careful considered planning the protection of the City’s heritage need not hinder Ballarat’s progress, but rather be seen as securing an asset which can provide both economic and social benefit into the future.*”

A few comments related to the impact of heritage overlays e.g. “*There is little growth in heritage areas because you can’t do anything until your house falls down by natural causes.*” These comments were largely negative about the current heritage controls rather than protection of heritage per se.

Revitalisation of the CBD

Again another strong theme emphasising the **preference for CBD residential living and higher densities**, balanced with the need to retain and enhance heritage and retain the city’s unique character. Several suggestions focused on the redevelopment of the station precinct.

HOUSING AND THE FUTURE OF THE CITY

Game Changing Questions:

What kind of city should Ballarat be in 2040 – and what does the Ballarat Strategy need to do to achieve this?

Where and how will we live in 2040?

Overall approaches to growth

The *online survey* provided the basis for ranking of five? different ways a city could grow based on the priorities respondents chose. There was a very strong preference for the growth idea of “*consolidation and transit corridors*”, indicating a preference for a more **compact city and managed growth**. In comparison there was very little support for the other options with “*letting the market decide*” being the least supported growth idea.

Other engagement methods yielded similar views. For example the *Technical Working Group* of government agencies, shires and infrastructure providers gave qualified support for the “**current path of carefully planned suburban growth areas**” and “**consolidation and transit corridors**” and did not support “letting the market decide” or “satellite townships”.

Overall, community views on growth ideas can be ranked as follows:

1. Consolidation and transit corridors
2. Current path
3. Suburban choices
4. Satellite townships

5. Let the market decide

Participants from the “*Our Future City*” workshops provided the following alternative (but broadly compatible approach): “*the city centred on a revitalised CBD, surrounded by corridors of green space buffering a myriad of internal urban village communities which are inter-connected by efficient transport links and into the city centre.*”

Transport

This was a key theme with views strongly supporting a more holistic approach to how people move around the city. Car dependency and the inadequacy of the current public transport system were seen as a challenge for a growing population.

Many respondents’ comments are well summarised by the following from the Transport Group of the Department of Transport:

*“Council should ensure that land use and transport systems are aligned such that land use decisions are made having regard for the current and future development and operation of the transport system. Currently most people drive to work in Ballarat..... in the future this will not be sustainable regardless of what development scenario is implemented....Ballarat needs to plan for a **multi modal transport network** which sets out the future expectations in Ballarat around travel demand, public transport, roads, cycling and modal interaction. The strategy should not be based on the assumption that roads may be continually upgraded to cater for growth, but should seek to create an integrated, multi-nodal transport network that allows everyone to travel efficiently and safely.”*

There was also support for urban forms designed to deliver sustainable "10 minute" living outcomes – local accessible facilities, high levels of walking, cycling and public transport use.

Housing

The preference for increasing housing density was a common theme but there was no clear indication on what was meant by “higher density”. Views included:

- Higher density housing does not mean high density housing
- Higher densities in established and infill areas should be a key objective
- Higher densities in green-field growth areas is essential.

On other housing issues responses included the need for **housing diversity and affordability** and **building to high standards** of energy efficiency & accessibility. Another common theme on housing was that development needs to relate to Ballarat, not just apply Melbourne or national approaches and development styles.

Specific Ideas for Local Areas

Several submissions related to specific areas for development or rezoning such as:

- Station precinct should be a centrepiece of a CBD revival
- Rezone specific area of Buninyong bounded by: Somerville St/Lal Lal St/Webbs Hill Rd/Davies St, from Rural Living to Residential
- Canadian Valley Outline Development Plan should be a guide for any future development in the Canadian Valley corridor
- Retain Buninyong’s Heritage Village identity
- Paramount that Lake Wendouree and its near surrounds are maintained and improved
- Facilitation of a northern growth area connecting to Miners Rest is essential
- Rezoning of lots on Bells Ave, Mt Helen from Rural Living to Low Residential
- Reviewing Council policies that are seen to discriminate against new suburbs as requirement for native vegetation

BALLARAT'S RELATIONSHIP WITH MELBOURNE

Game Changing Question:

*What kind of relationship should Ballarat have with Melbourne?
How should the Ballarat Strategy help to achieve that?*

The strong overall view from the online survey, workshops and submissions concerning Ballarat's relationship with Melbourne was an overwhelming bias for Ballarat not to become a "commuter city". There was a very strong preference for **job growth in Ballarat**. It was acknowledged that while Melbourne's proximity has many advantages that were positive for Ballarat, the city's identity and lifestyle enables it to stand alone in a two-way economic relationship.

BALLARAT'S REGIONAL ROLE

Game Changing Question: *What does the surrounding region need from Ballarat – and what actions are required to make it happen?*

Specific input regarding Ballarat's regional role came from Wimmera Development Association, Golden Plains Shire Council, Horsham Rural City Council and the Yarriambiack Shire Council. Respondents confirmed that Ballarat was crucial in providing access to many **essential services for the wider region** such as: hospitals and medical services; retail centres; and access to a wide range of education facilities.

Leadership Role

The wider region saw Ballarat as having a key leadership role in the region and its significant political influence should be used to advocate on behalf of the whole region. This requires Ballarat to work collaboratively to maximise the understanding of regional priorities. Ballarat also needs to be aware of the possible ramifications of its decisions regarding growth on adjoining municipalities.

Transport

Transport links were seen as critical to the greater region. Several comments expressed views similar to the following: "*The Ballarat Strategy needs strong statements supporting the transport services to Ballarat from the region, particularly in relation to upgrades to the Western Highway and improved passenger rail services throughout Western Victoria which would better connect Ballarat to the hinterland.*"

MAKING A WIDER CONTRIBUTION

Game Changing Question:

What can Ballarat contribute to Victoria, Australia and the world – and what actions should the Ballarat Strategy include to help this happen?

The main input for this section came from the "*Our Place in the World*" workshop with only a few additional comments from submissions, which covered similar points. Aspirations centred on:

- *Tourism:* As an inviting tourist destination, to attract both domestic and international visitors to Ballarat and the broader region
- *Education:* Become the national 'education destination' of choice for technology and sports
- *Technology:* Technology Park as a business incubator
- *Manufacturing:* Manufacturing innovation through technology

- *Industry*: Expanded opportunities in growing agri-business food and fibre exports
- *Transportation*: Ballarat as a commuter hub for rural surrounding towns
- *Arts and Culture*: Artistic/cultural hub for the western region
- *Heritage*: Opportunities for 'heritage tourism', education, and wider spin-off benefits
- *Health Care*: Major employer in and leader in advanced health care
- *Environmental focus*: A biodiversity industry hub

MAXIMISING BALLARAT'S RESILIENCE TO CHANGE

Game Changing Questions:

What are the key forces of change and resource constraints Ballarat is likely to face?

How can Ballarat be more open and resilient to change and best capture the opportunities change can bring?

Workshop participants identified the key influences shaping the external environment in which Ballarat sits. The following influences were considered the most important for Ballarat and would also be difficult to predict. For each influence a 'continuum of uncertainty' was also defined.

- Social dynamics – from inclusive to exclusive
- Energy – from affordable to unaffordable
- Political stability & vision – from short-termism to long-termism
- Economic growth – from boom to bust
- Technology & innovation – from business as usual to innovating
- Population growth – from low to high
- Connectivity – from isolation to access
- Natural resources – from polluting to best standard
- Climate change – from crisis to sustainability
- Inward Investment – from losing to gaining
- Transport – from inefficient to efficient
- Population sustainability – from low to high
- Social psychology – from subsistence/survival to sustainable / thriving
- Cultural diversity – from mono to multi
- Liveability – from individual focus to community focus
- Political dynamics – from win/win to lose/lose

At the end of the workshop participants prioritised a Plan of Action to improve Ballarat's resilience by 2040. The key actions were grouped under the following headings:

- Reforming governance for community involvement
- Capturing and sustaining the Today Tomorrow Together vision
- Measuring performance
- Prioritising liveability and sustainability
- Delivering infrastructure, connecting communities and building accessibility
- Defining and developing Ballarat as a unique City

2. COMMUNITY ENGAGEMENT

BACKGROUND

Through the *Ballarat Imagine* and *Our Vision for 2040* consultation process, the City of Ballarat took a snapshot of the community's current values as well as hopes, aspirations and concerns for the future. This was condensed into a community vision for Ballarat, *Our Vision for 2040*. Within the Ballarat Strategy's four themes (managing growth, land use and the 'built' aspects of our municipality, infrastructure and the planning system), feedback from *Our Vision for 2040* provided the following direction:

- The community strongly values those things that make Ballarat feel unique – heritage, Lake Wendouree, the 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

The *10 Game Changing Questions* community engagement phase builds on the above. It drills down from Ballarat Imagine's broad community aspirations to probe high level and threshold questions for the Ballarat Strategy's four themes. It will feed its findings into the next phase, the *Preliminary Ballarat Strategy*. Relevant comments will also be fed into the Economic Strategy which is also being reviewed in 2014.



PURPOSE

The purpose of the community engagement was to seek government, business, community and other stakeholder input on high-level questions that will drive Ballarat's future and to gauge the community's preferences on urban form so that later stages of the project can proceed with these threshold questions largely determined.

The City of Ballarat was looking for feedback specifically regarding:

- Managing growth in the context of Ballarat Imagine
- Housing and the future of the city
- Relationship with Melbourne

- Ballarat's regional role
- Responding to change – constraints, opportunities, building resilience
- Ballarat's wider contribution – state, national, global

PROCESS

Ten interlinked questions were developed as a basis for discussion and feedback. All questions have a common feature – the answers to them will have a significant impact on the future of Ballarat and 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.

Focus areas and questions were:

- *Achieving the community's vision while Ballarat grows*

Question 1: With growth inevitable, how can we achieve the community's vision for the city in parallel with growth?

Question 2: What should the Ballarat Strategy include so that as Ballarat grows we: enhance our beautiful city; enhance our lifestyle and keep our sense of community?

- *The city in 2040 (includes housing and urban form)*

Question 3: What kind of city should Ballarat be in 2040 – and what does the Ballarat Strategy need to do to achieve this?

Question 4: Where and how will we live in 2040?

- *Ballarat's relationship with Melbourne*

Question 5: What kind of relationship should Ballarat have with Melbourne? How should the Ballarat Strategy help to achieve that?

- *Ballarat's place in the region*

Question 6: What does the surrounding region need from Ballarat – and what actions are required to make it happen?

- *Making a wider contribution*

Question 7: What can Ballarat contribute to Victoria, Australia and the world – and what actions should the Ballarat Strategy include to help this happen?

- *Making the most of external change*

Question 8: What are the key forces of change and resource constraints Ballarat is likely to face?

Question 9: How can Ballarat be more open and resilient to change and best capture the opportunities change can bring?

- *Opportunity for further feedback*

Question 10: What is your Game Changing Question for Ballarat's future?

The community engagement phase was spread over a six week period; April to mid-May. Through media, City of Ballarat website, MyBallarat newsletter and mailing lists, the Ballarat community was invited to provide their feedback on the *10 Game Changing Questions* by:

- Submitting an opinion via the online survey tool
- Responding to the 10 Game Changing Questions for Ballarat's Future paper
- Getting involved by attending a workshop
- Viewing the background studies and the overall background to the project
- Attending a drop-in information session

Issues Paper

An issues paper, "10 Game Changing Questions for Ballarat's Future", was prepared to provide context and background to the request for feedback on the 10 questions. This paper was distributed to over 400 individuals, organisations and businesses and was used as a basis for the workshops and online survey.

Online survey

An interactive website tool was developed with the capacity for the community to upload comments and indicate their preferences about how Ballarat should grow and develop in the future. The tool:

- Allowed people to express their values by assigning points to a number of growth considerations
- Matched people's values to the growth ideas to better personalise information
- Allowed users to comment on each growth idea
- Probed a separate but related question relating to the Ballarat/Melbourne relationship

Workshops

There were three workshop formats developed addressing different focus areas:

Our Future City (2 sessions held)

Covering:

- What kind of city Ballarat should be in 2040
- Where and how will we live by then
- With growth inevitable, how we can harness it to achieve the community's vision for Ballarat.

Our Place in the World (3 sessions held)

Covering:

- What kind of economic relationship Ballarat will have with Melbourne in 2040
- Leadership: What Ballarat can contribute to Victoria, Australia and the world – economically, socially and environmentally
- Will Ballarat become a commuter satellite city for Melbourne?

Maximising Ballarat's Resilience to Change (1 session held)

This one-day workshop was based on the principles of scenario planning to provide a context for understanding the rapidly changing world in which we live and to provide critical insights into proactive responses. Key forces of change addressed included:

- Innovation and technology
- Population growth and an ageing population
- Climate change

Technical Working Group

An ongoing Technical Working Group has been established to ensure that the Ballarat Strategy would be in accordance with State Government Policy that reflects the views of the Central Highlands region' local governments and infrastructure providers. Their input has come through workshop participation and/or individual submissions.

Drop-in sessions

Sessions were scheduled, with Council officers available to discuss the Game Changing Questions. Computers were available for people to access the online survey.

COMMUNITY RESPONSE

By the closing of the consultation period:

- 36 had attended "Our Place in the World" Workshops (3)
- 37 had attended "Our Future City" Workshops (2)
- 40 had attended "Maximising Ballarat's Resilience to Change" Workshop
- 15 Councils and Government agencies, had participated in the Technical Working Group meetings
- 30 written submissions had been received
- 159 individuals had completed part or all of the online survey

The following table provides statistics on respondents to the online survey:

CBD - inner suburbs- 4kms

Ballarat Central	23
Newington	3
Lake Wendouree	4
Lake Gardens	1
Golden Point	2
Black Hill	6
Ballarat North	7
Redan	2
Soldiers Hill	5
TOTAL	64

Townships

Learmonth	1
Miners Rest	2
Buninyong	9
TOTAL	12

Localities

Mount Rowan	1
Sulky	1
Smythes Creek	5
Burrumbeet	1
Bunkers Hill	2
Cardigan	2
Magpie	1
TOTAL	13

Suburbs - 4kms +

Alfredton	11
Brown Hill	8
Canadian	6
Delacombe	3
Eureka	4
Invermay	3
Mount Clear	4
Mount Helen	3
Mount Pleasant	3
Sebastopol	9

Age Bracket

16 - 25	11
26 - 35	31
36 - 45	45
46 - 55	41
56 - 65	21
65 +	10
TOTAL	159

Wendouree	5
TOTAL	59

Note: Not all respondents completed all elements of the online survey

3. WHAT THE COMMUNITY SAID

ONLINE SURVEY

The main section of the online survey sought the views of respondents on housing and development choices which could lead into different ways Ballarat could grow. A number of options were provided, which were drawn from the feedback people gave in *Ballarat Imagine*. Respondents had 50 points to allocate priorities across these 14 options. When they had finished prioritising these options they could see which growth idea most closely aligned to their priorities.

PRIORITIES AND GROWTH APPROACHES

Introduction

To assist with thinking about ways housing growth could be organised within a city, five “growth ideas” were developed which considered the pros and cons of various ways of managing growth. The outcome of the exercise enabled a ranking of the following five growth ideas defined as:

1. *Current Path*

Ballarat’s growth continues in its current way

- New suburbs are mostly in Ballarat West and come with schools, shops and parks
- Townhouses and units are dotted through Sebastopol, Brown Hill, Canadian and Ballarat East
- There is not much development in heritage areas
- Rural living is mostly in nearby shires
- There is very little housing diversity to cater for the ageing population

2. *Let the Market Decide*

Planning rules are cut back so developers can decide what to build and when

- Growth spreads out across all parts of Ballarat, including on farmland and in heritage areas
- Infrastructure is very hard to plan for and expensive to build, which leads to large rises in rates and charges – plus many areas have to wait for schools, shops and other services
- Traffic congestion increases

3. *Suburban Choices*

Growth is almost all through new suburbs around the edge of Ballarat

- Other growth like townhouses and rural living slows down because of the competition from new suburbs.
- Existing suburbs are mostly protected from change
- Infrastructure needs are high, which leads to some rises in rates and charges
- Traffic congestion increases

4. *Consolidation and Transit Corridors*

Many townhouses, units and apartments are built close to the CBD, public transport and areas with jobs like Mount Helen

- There is rapid change in existing suburbs
- New rural living and suburbs are discouraged
- New homes use existing infrastructure so rates and charges go up less
- People don’t need to drive a long way to jobs and services so traffic congestion is lowered















5. Satellite Townships

Most growth happens in rural townships and hobby farms

- Other growth like townhouses and new suburbs slows down because of the competition from new townships
- People who want large blocks and houses can have them
- It is too expensive to provide good infrastructure to the new areas
- Transport costs are very high because people need to drive into town for everything

Results

Respondents' priority rankings follow:

	Priorities	Ranking	Total points
	Reducing our impact on the environment: I want to protect Ballarat's native vegetation, bushland, creeks and waterways	1	753
	Enhance our heritage: I want Ballarat's heritage places protected and improved	2	746
	Life and amenity in the CBD: I want the CBD to be a busy and attractive historic centre	3	744
	Creating a self-sufficient city: I want Ballarat to be a leading sustainable city with more food grown locally	4	705
	Healthy and active communities: I want a well-connected and healthy community which has good walking and sports facilities	5	680
	Great shops services and entertainment: I want Ballarat's good shops, services and entertainment to get even better	6	675
	Easy to get to jobs and services: I want it to be quick to get to the places I need to go every day	7	613
	Keeping charges and rates low: I want to make sure growth doesn't cause big rises in my bills	8	505
	Cost of transport: I want our transport costs kept down, including petrol, fares and parking	9	414
	More diverse housing for an ageing population: I want Ballarat to have more homes suitable for older people close to shops and health services	10	402
	Cheaper housing: I want housing to be more affordable for the whole community	11	343
	Protecting my local area from development: I want my local neighbourhood to stay as it is	12	336
	Large houses and blocks of land: I want people to be able to build a big house on a large block if they choose	13	233
	Allowing people to develop their land: I want landowners to have the choice to develop their land	14	112

The collated priorities led to the following ranking of the growth areas. In brackets is the number of users for whom this approach ranked number 1.

1. Consolidation and Transit Corridors (133)
2. Current Path (9)
3. Suburban Choices (0)
4. Satellite Townships (2)
5. Let the Market Decides (2)

BALLARAT'S RELATIONSHIP WITH MELBOURNE

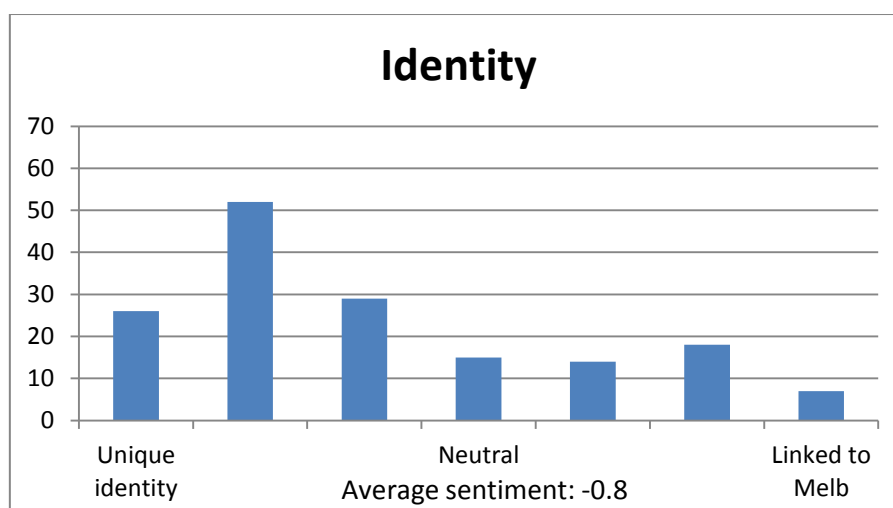
Introduction

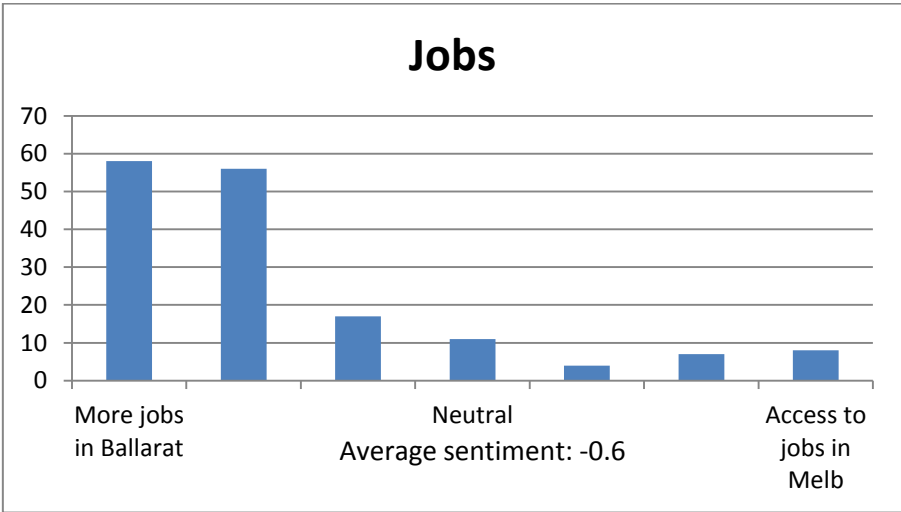
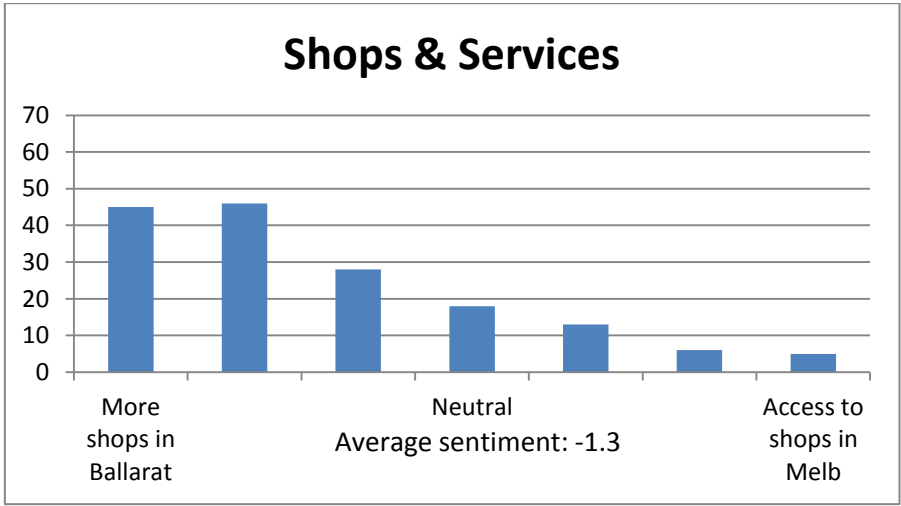
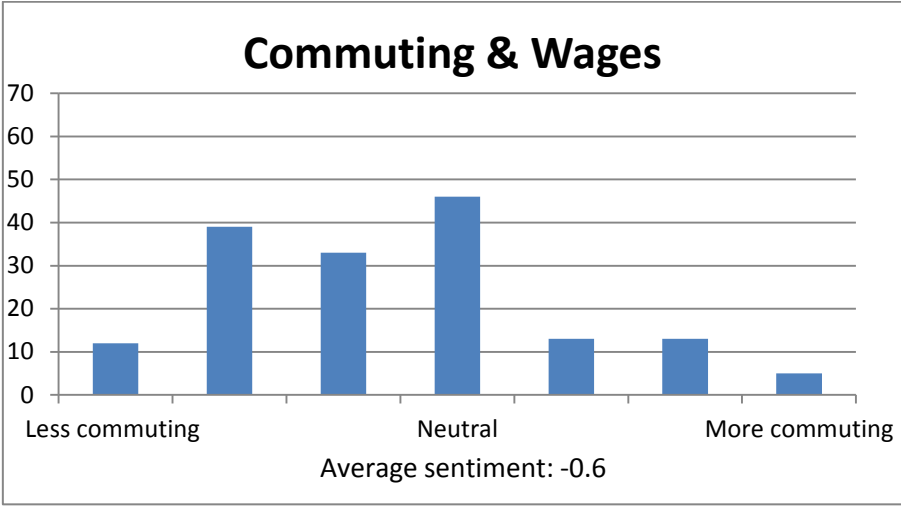
Ballarat has always been its own city – close to Melbourne but not part of it. However Melbourne is growing towards us and more people are travelling to Melbourne for work and to shop. How should we respond? The question asked was: *If you had to choose between these options, what would you prefer?*

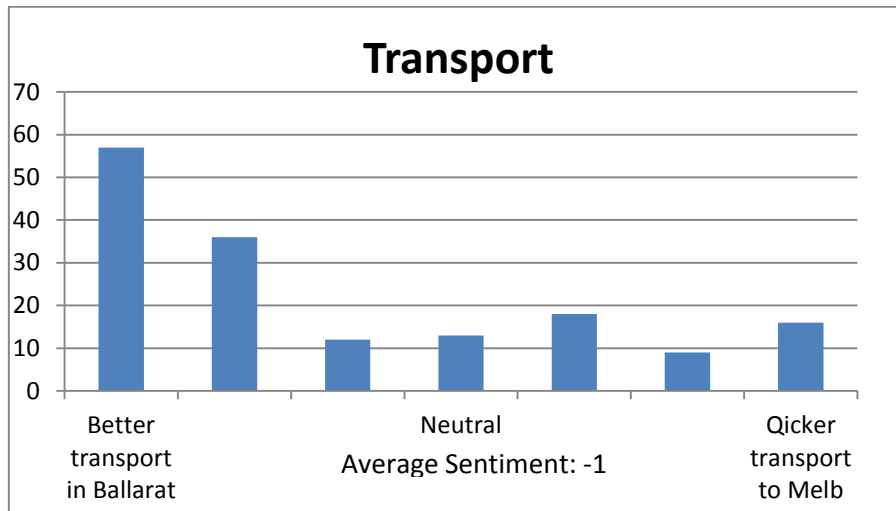
Question 1: Identity	
There are great benefits in Ballarat having a unique identity and this should be protected Ballarat (-)	There are great benefits for Ballarat being better linked in to Melbourne Melbourne (+)
Question 2: Commuting and Wages	
Less time commuting but lower wages Ballarat (-)	More time commuting but higher wages Melbourne (+)
Question 3: Shops and Services	
More shops and services in Ballarat Ballarat (-)	Better access to shops and services in Melbourne Melbourne (+)
Question 4: Jobs	
More jobs in Ballarat Ballarat (-)	Better access to the wider variety of jobs in Melbourne Melbourne (+)
Question 5: Transport	
Better roads and public transport within Ballarat Ballarat (-)	Quicker transport to Melbourne Melbourne (+)

Results

Following graphs show the scores by number of respondents. The “average sentiment” identifies the average score based on a scale of 0 to 3 with three being strongly in favour of and 0 being neutral.







WORKSHOPS

- “Our Future City” and “Our Place in the World” workshops
Refer to appendix 2 for summary report for these workshops
- “Maximising Ballarat’s Resilience to Change” workshop
Refer to appendix 3 for summary report for this workshop

TECHNICAL WORKING GROUP

Overall, attendees:

- Offered qualified support for the ‘Current Path’ approach to growth
- Did not support the ‘Let the Market Decide’ approach
- Did not reject but had substantial concerns with the ‘Suburban Choices’ approach
- Offered qualified support for the ‘Consolidation and Transit Corridors’ approach
- Did not support the ‘Satellite Townships’ approach, except for those townships identified for growth in the Regional Growth Plan

Current Path

This growth approach (carefully planned and coordinated greenfields growth supported by medium-density development in some established areas) attracted qualified support. Attendees identified that it is broadly consistent with many of their policies and objectives. For example, planned growth areas make it easier to plan for expansion of services and infrastructure and the current Ballarat West areas meet key policy goals such as protecting high value agricultural land.

However, the group raised several questions and concerns that would need further consideration, such as whether this approach will provide an appropriate mix of housing styles and affordability in the long-term. They suggested that this approach to growth could be merged with the ‘Consolidation and Transit Corridors’ approach of higher density housing along key public transport corridors and at major employment centres.

Let the Market Decide

This approach was not supported. Attendees highlighted a substantial number of concerns with the likely outcomes of this approach and identified several policy conflicts. The market was likely to make inefficient growth decisions as developers do not face the full costs of

services and infrastructure. They also do not face the full costs of externalities such as congestion and impacts on public/social health.

Suburban Choices

While this approach was not rejected, attendees raised a substantial number of questions and concerns, including:

- Protection of open space, agricultural and environmental assets
- Ability to provide public transport and road access
- Ability to provide appropriate social infrastructure (schools, parks, sport, community hubs) and services
- Ability to provide diversity of housing, including suitable housing for older persons

Consolidation and Transit Corridors

This growth approach attracted qualified support. Attendees identified that this approach to growth would be broadly consistent with their policies and objectives in areas such as:

- Providing housing diversity to meet changing demographics
- Energy, waste and water efficiency
- Improving use of underused public land

A substantial number of questions and concerns were also identified, including the cost implications for improving public transport along transit corridors and higher pressure on surrounding municipalities from people who wanted suburban and rural-residential style housing.

Satellite Townships

This approach was not supported in general, but was supported for those existing townships identified for growth in the Regional Growth Plan.

On the positive side, carefully managed growth can benefit existing townships as it builds critical mass, attracts new businesses and attracts visitors. However, attendees raised a substantial number of policy conflicts and concerns about it, including:

- Difficulty in planning for services and infrastructure
- Dispersed population making provision of services much more expensive
- Difficulty in providing public transport and emergency services within response times
- Difficulty in protecting agricultural land and environmental assets (wetlands, grasslands etc.)
- Where growth comes around an existing township, there is potential for rapid growth to destroy the appeal of the township and the social fabric of the existing community

SUBMISSIONS

Twenty nine written submissions were received and respondents to the online survey also had an opportunity to include written comments. The following are a summary of the main points raised.

MANAGING GROWTH IN THE CONTEXT OF BALLARAT IMAGINE

Process for developing the Ballarat Strategy

- Needs to be recognition of the following objectives
 - Integrating urban planning and water cycle management planning
 - Implementing Integrated Water Cycle Management Principles
 - The Ballarat West Managed Aquifer Recharge Project
- Key water management strategies need to be considered in planning processes
- Ensure that growth is consistent with state planning policy and the community's vision

- Ensure fundamental planning policies/strategic actions are well founded and effectively applied
- Strategy should not be based on the assumption that roads may be continually upgraded to cater for growth
- Planning for a multi modal transport network; the Ballarat Strategy needs to be supported by transport planning setting out future expectations around travel demand, public transport, roads, cycling and modal interaction. Complete a green paper Ballarat Transport Strategy within next 12 months, with a white paper the following year and adoption by the following
- Need a planning strategy for a local government area of 200,000+ with a clear delineation between Ballarat as a regional city separate from Melbourne's peri-urban fringe and development corridor
- Strategy needs to demonstrate that significant servicing and infrastructure requirements and regional scale Aboriginal heritage landscapes have been considered in determining the final preferred growth option
- Instead of doing surveys just do something - anything!!
- Important to consider how Ballarat West and future development towards Golden Plains Shire boundary will affect future demand for land in peripheral settlements such as Haddon and Smythes Creek
- Ensure that there is adequate supply of affordable land at all times
- Ensure our ongoing involvement in growth area planning

Growth issues: supportive and unsupportive

- The idea of growth in population with current roads and bus services is deeply misguided
- Population growth is highly dependent upon improved roads and ease of access to existing and future infrastructure
- It is not a self-evident truth that population growth is a measure of, or a contributor to economic growth
- Growth leads to congestion, increased commute times, greater demands
- What if we shift from focus/mindset that population growth = economic growth, to better focus on growth in intellectual / human / social capital?
- Need incentives to encourage new residents – reduction in rates; new businesses - reduction in red tape
- Believe that the forecasts for population growth are overstated
- Population growth can be a positive force

Holistic planning for growth

- Ensure protection of major public infrastructure and water catchments
- Need to rezone fringe residential-zoned areas unable to be serviced with sewerage
- Why on earth are we pursuing a plan which fails to 'provide housing diversity for an ageing population' when demographic projections show that is exactly the situation that we face?
- Irrespective of other pressures, the amenity of local residents and the neighbourhood character must be recognised and preserved
- There needs to be both design and retrofitting of the city to encourage healthy and active living
- Baby boomers retiring and reaching old age together demands that there is a suite of preventive and acute health services provided to meet their needs and to minimise their cost on future governments
- A city that is interesting and a rewarding place to live is also a resilient city; a flourishing arts and culture environment is an important part of the "liveability" of a regional city of Ballarat's size

- Review activity centres in growth areas to see if potential exists for expansion of facilities: medical, education, tourism, entertainment all need to be strengthened on an ongoing basis
- Credit to BCC for introducing Ballarat West Growth Zone developer contributions
- Ensure adequate and appropriate infrastructure is provided at time of development
- Ensure protection of major public infrastructure and water catchments
- We have little to no plan to handle population growth in a manner that would make Ballarat more sustainable. The current trajectory is not designed or planned and generally it is reactionary

Community engagement

- Community must be consulted; control to local communities is a critical factor to secure better results for customers and citizens
- Relevant organisations need to be consulted prior to any rezoning or consideration of identifying areas for higher density development
- Consult community for ideas and be bold enough to serve the common good by challenging the status quo of land speculation with new and innovative models of land ownership
- Councillors should not be politically affiliated and respond to community opinion (not ask and ignore). They should be working for community benefit, not aligned closely to sectors such as big business
- Community frustration! Too much talk about consultation but little evidence of it. Red tape and a lack of will are the main causes

Heritage

- Heritage character should be maintained and new developments kept on the outer suburbs
- Heritage overlay is responsible for under-used heritage buildings
- Remove parked cars from streets of historical significance
- Heritage and character: I live in a heritage restricted house that can't handle the traffic
- Guessing the people who don't want landowners to develop their own properties didn't stupidly buy a humpy with a heritage overlay like I did!
- There is little growth in heritage areas because you can't do anything until your house falls down by natural causes
- In favour of all power being put underground in Ballarat
- City needs to preserve old buildings e.g. Provincial Hotel and turn them into arts/innovation/ community spaces
- The older parts of Ballarat (heritage) should not be left as a museum – contemporary, innovative and quality infill development is essential.

RESPONSES TO THE FIVE GROWTH APPROACHES

The following are responses to the specific approaches to growth proposed in the Issues Paper and Online Survey.

Consolidation and Transit Corridors

Supportive

- Supports options that utilise existing spare infrastructure capacity such as infill growth
- Consolidation and transit corridors option stands out as by far the best
- Sees most benefit from scenario consolidation and transit corridors which are most consistent with the broad strategic objectives of the Central Highlands Regional Growth Plan

- This option addresses important issues such as affordable housing for a diverse section of the community, as well as reducing urban sprawl, and maximising existing community infrastructure and community connectedness
- Essential for the inner city area including the CBD to be full of people living and working, eating and socialising on the street
- Prefer this scenario for what it means for the city; a compact city
- Have to move away from the traditional single dwelling per house block
- Think this approach could work really well if done properly - with respect for the character & charm of existing buildings
- Like this as one's main thrust, but it needs to be combined with: smaller high density nodes in some other areas close to natural forest/bush; serious commitment to protecting existing natural areas - forest & wetland currently degrading terribly through lack of protection; all high density housing development to be built at high standards of energy efficiency; and set up these areas and Ballarat as a model of environmental protection and low CO₂ emissions
- Considering our responsibility more broadly in the global region (climate change, refugees) and that Ballarat has a residual structure that could accommodate very high growth, it would be fitting to image very big changes to density patterns. Excellent public transport, bike and walking routes could be built at a relatively low cost. This model also has the opportunity to stimulate the economy and cultural innovation
- As long as it is of quality I don't mind higher density housing
- Wants more medium-density development within existing areas
- Ballarat must support appropriate high-density infill development in the central city to support changing housing needs

Unsupportive

- Consolidation - bad idea (who wants to live in a small house; high cost; no privacy; noise; visitors can't park nearby; can't wash car; street frontage)
- Water is going to be an issue with consolidation, and giving space for the growing of food either in backyards, or in community spaces, or even the street trees
- Densely populated central Ballarat means families who want a backyard for their children will be pushed out
- Biggest concern with consolidation is development of subsidised housing being lumped into high density units/housing, rather than ensuring that streets are comprised of a cross-section of the community, i.e. ages, cultures, socio-economic, home owners

Current Path

Supportive

- Supports this approach to ensure the community receive best value for money, both in infrastructure provision and protection of community health and the environment
- This will allow best protection of natural areas in the north, east and south. This option should be combined with some high quality (environmentally/heritage sound) high density housing in and near city centre; any development should be set up as model for sustainability and adaptation to climate change (currently totally ignored)
- Maybe 80% current path and 20% Consolidation and corridors although probably too expensive an option.
- Support the strategic planning work that CoB has recently completed in order to manage growth predominantly in the Ballarat West Growth Area

Unsupportive

- This scenario does not meet tomorrow's demands
- Main concern with this model is big houses on blocks element

Suburban Choices

Supportive

- Suburban choices - best path

- An inevitable and necessary eventuation; however, make sure transit links and connections, schools and health care centres are planned and implemented so that these suburban sprawl developments do not become crime ridden ghettos

Unsupportive

- Concerns with this approach; multiple greenfield sites will increase the cost of infrastructure servicing
- Bad idea, almost as bad as the satellite town model
- This has been proven in other cities to be disastrous - socially and economically
- Without good investment in community building and infrastructure I see the “suburban choices” strategy as having potential issues in creating a fragmented Ballarat with a lack of community cohesion, infrastructure and transportations

Satellite Townships

Supportive

- Prefer satellite towns centred on existing communities
- Satellite towns - quite good (good for small businesses, low overheads, short drives, local parking, sports parks, medical services close to local population, good standard of housing, good atmosphere for children)
- Great promise in this idea but heritage flavour of existing satellite towns still needs to be honoured, preserved and celebrated; do not make them generic suburban places
- This is a great idea! We have so many surrounding towns that get very little attention and help to grow their smaller communities. I think growing Ballarat means growing the small communities on the outskirts and encouraging small business and community

Unsupportive

- Concerns with this approach; existing infrastructure in townships would need to be assessed to understand its capacity to support additional growth
- Some areas cannot be serviced by wastewater
- Protection of buffer zones required to avoid potential encroachment on local water catchments
- What a truly dreadful idea
- You can't seriously be considering this in the 21st century
- Unsustainable in terms of environment, housing for low income earners and vulnerable, as well as infrastructure
- It's good to have variety and encourage farming practices however this trajectory is unsustainable, particularly as it is expensive to provide good infrastructure, and has a tendency to encourage disadvantage
- I don't think most growth should be in these outer areas, as it will impinge on the major natural assets we have (forests and wetland) but some nodes of development in selected outer areas would allow diversity of lifestyle

Let the Market Decide

Supportive

Nil

Unsupportive

- Do not support this approach. This option places the economic cost of infrastructure as an afterthought and would make infrastructure costly to design and deliver
- Market Decide - bad path
- Please no - giving developer's free rein leads to a worse built environment for all of us in every respect
- This is the most offensive
- Letting the market decide means suburbs being created that lack basic infrastructure - don't let this happen to Ballarat
- Market forces alone cannot and do not promote good planning

- Letting the market decide would result in severe damage to the natural and heritage assets
- The market is too poorly incentivised or regulated in Australia for this growth option to work
- This sounds like the way it is right now

OTHER VIEWS ON HOUSING AND THE FUTURE OF THE CITY

Urban Footprint and location of growth

- Higher densities in established and infill areas should be a key objective; higher densities in green-field growth areas is essential
- Every population centre ,including the satellites, needs to intensify
- Farming land should not be permitted to be sub-divided any smaller than 2 hectares
- Should not continually expand our cities
- Facilitation of a northern growth area connecting to Miners Rest is essential
- Best place for houses on poorest soil to west
- Encourage urban forms which:
 - Focus development around activity centres, particularly the CBD
 - Support an increased proportion of housing provided by infill development
 - Provide appropriate densities, mix of uses and layouts to support the provision of direct and frequent public transport
 - Can be serviced by all modes of transport and support a modal shift to sustainable transport
 - Cluster uses with similar transport demands, particularly freight
 - Concentrate key trip generators in areas which are well serviced by the transport system
 - Identify and reserve land for future transport needs
 - Of the options provided scenarios current and consolidated are likely to be the most conducive to achieving these aims
- Developments need to facilitate new urban forms that are designed to deliver sustainable "10 minute" living outcomes - high levels of walking, cycling and public transport utilisation
- Essential that urban sprawl is halted and farmland as well as habitat for native flora and fauna is preserved
- Re-zonings are not needed to be considered until Western Growth Area Plan, combined with inner city consolidation is substantially complete; ensuring the success of the Growth Area Plan is not compromised; activity centre at Lucas has potential for further expansion
- Ballarat's current 30-year residential growth plan is accommodated within the western growth area and by urban consolidation so we don't need to expand the city
- Provision of Ballarat West Growth Zone has seriously compromised the prospects for infill redevelopment of a dying CBD. No further greenfields sites should be approved until Ballarat's population reaches at least 150,000 people
- Not necessary to continuously increase the council's external growth boundary
- We should focus on getting Ballarat West implementation right – the plans are good but implementation is not working as well
- A mix of "greenfields" and "infill" development is appropriate to cater for the growing population and changing demands of the market

Transport

- Ballarat does not have an adequate public transport system and is over dependent on cars

- Ensure development proposals will not detrimentally affect Ballarat's character and liveability with regards to their transport impact
- The car, while essential and useful, must be relegated to the least important element in the design of Ballarat for 2040
- All modes of transport need to be promoted to get people more active and as a way of avoiding congestion in future
- A 'no regrets policy' for public transport would be to plan a comprehensive service, redesigned as an intersecting grid or a radial with intersecting inner and outer loops - with the internal CBD loop free as with Perth's CAT buses
- Ensure that land use and transport systems are aligned such that land use decisions are made having regard for current and future development and operation of the transport system
- Bicycle paths and bicycle throughways should be a part of all new infrastructure developments
- Identify walking corridors and plan for medium density housing connecting Wendouree and Ballarat railway stations by light rail service for heavy pedestrian activity and vitality
- Housing developments outside of Ballarat that have poor facilities such as public transport need some consideration as well
- Walking culture and affordable housing to be introduced by design; put a percentage of roads funding towards walkability and bicycling
- Ballarat needs to encourage production and manufacturing through efficient transport e.g. railways and airfreight.
- Ban cars in the CBD and encourage bikes and walking
- What will Ballarat be like without cars? Can Ballarat be car free? How can we reduce car dependence?
- More cycle trails and quiet roads; capacity to shopping locally; cater for large numbers of pedestrians; bike routes may determine where people choose to live
- Consideration still needs to be given to public transport to these outer lying areas
- Initiatives for 2040: trams around the lake; trams back to Sovereign Hill; reopening of railway line to university
- The principles of the "10 minute" neighbourhood where people are 10 minutes' walk or cycle from the majority of their daily needs is critical.
- Ballarat should upgrade critical transport infrastructure so that it does not hold back investment in the city.

Preferred characteristics of housing

- Need provision of new forms of housing and pricing must be maintained to meet the needs of middle and lower segments of the market for housing and living affordability
- Higher density housing does not mean high density housing; medium density redevelopments appropriate within the CBD and surrounds
- Potential strategies to develop: community open spaces; walkability; housing affordability
- Need to develop neighbourhood that work well; are readily manufactured; uses the least resources; and that anybody can afford
- Ensure delivery of housing diversity and affordability to contain spread of urban footprint
- Lucas and outwards should be allowed to develop its own character
- Promote new houses built to high standards of energy efficiency & accessibility
- Need to have a variety of choices for people - small blocks need to have parklands close by; health for younger people a concern

Other views on development

- Crippling regulations concerning housing affordability need to be relaxed

- High degree of land ownership fragmentation makes it difficult for developers to assemble land at a price and scale capable of delivering higher levels of affordability, services and community infrastructure. Large scale developments can do this but this can only occur if sufficient greenfield land can be assembled and zoned appropriately to enable the benefits of scale to be achieved
- Use existing urban areas and growth areas such as Lake Federation for new schools and shopping centres and commercial hubs
- A sense of public space is crucial; currently Ballarat has no gathering space
- Unclear as to why consolidation strategy cannot provide housing for elderly, low income earners and vulnerable community members
- The early provision of services and facilities (such as community, retail, employment and transport services and facilities) is essential to create “good” growth and to assist to engage with the community about how positive the growth of Ballarat could be.
- The City of Ballarat should be congratulated on establishing a growth fund. This fund should support the early delivery of infrastructure and services to all of the Ballarat Growth Area.
- The policy that requires the outer, newer areas to have predominantly native street trees seem to mean that older areas are treated differently to newer areas where a more appropriate approach may be to plant tree species that are most suited to the location (whether it is native or exotic). This would then allow for the planting of the grand boulevards of exotic trees that Ballarat is known for

Specific ideas for local areas

- Achieve residential growth in the CBD and immediate surrounds of perhaps 5000 people by 2035, and review the Scheme to rebalance heritage and urban redevelopment objectives for precinct. Station precinct should be a centrepiece of a CBD revival
- Rezone specific area of Buninyong bounded by: Somerville St/Lal Lal St/Webbs Hill Rd/Davies St, from Rural Living to Residential
- Paramount that Lake Wendouree and its near surrounds are maintained and improved
- Spare Ballarat East - it is far too precious historically and environmentally to be abused any further
- Canadian Valley Outline Development Plan's four principles should guide any future development in the Canadian Valley corridor
- Please honour the Buninyong plan and don't allow it to sprawl - quality of life diminishes with too many people not enough infrastructure poor employment prospects
- Retain Buninyong's Heritage Village identity
- Proposes rezoning of lots on Bells Ave, Mt Helen from Rural Living to Low Density Residential
- Burrumbeet is a vast resource that could be substantially developed into a satellite water side town
- Important to enhance Ballarat's entrances with employment opportunities at city entrances and that land is designated for potential development
- We are applying for the re-zoning for property at Warrenheip. We are seeking re-zoning to smaller allotments i.e. either 5 or 2 acre lots rather than the current 10acre restriction.
- Continue to invest in the Lake Wendouree precinct
- Recognise that Victoria Park is a critical and central open space to both the new and existing neighbourhoods of Ballarat

BALLARAT'S REGIONAL ROLE

Respondents strongly saw Ballarat as crucial in providing the wider region with access to many essential services such as:

- Hospitals and medical services/specialist
- A major retail service centre
- Higher order services and employment
- Government personnel and administration. The relationship with smaller centres such as Horsham is important with the potential of sub-regional offices. Small numbers of professional bureaucrats in regional centres add significant value – economically and socially
- Supporting satellite communities within other municipalities for a wider range of services

However, respondents also highlighted that with improved transport and technological links increasing across the region, Ballarat's role as the capital of Western Victoria and the main provider of high level services will increasingly be challenged by centres such as Warrnambool, Mt Gambier, Mildura and Bendigo. Ballarat needs to be conscious of its need to maintain strong links with the rest of the region into the future.

Leadership

- Ballarat needs to develop its role as a leader for the benefit of not only itself but the other towns and cities in not only Western Victoria but also rural and regional Victoria
- Its role as the capital of Western Victoria should include as part of any strategic plan or direction, comments about the balance of Western Victoria and the important issues that face sub-regions
- Its access to government and its significant political influence comes with a responsibility to advocate on behalf of the whole region for identified significant regional projects
- Benefit in further developing relationships with the City of Ballarat
- City of Ballarat needs to work collaboratively to maximise the understanding of our regional priorities to all levels of government and other decision-makers
- There needs to be a coordinated infrastructure response between Ballarat and surrounding municipalities

Opportunities

- Provision of online health services will grow – the existing network is well placed to continue this development to be world leaders
- Growth in tertiary offerings and research potential
- Potential to have a Sports & Entertainment Precinct to service the broader regional community
- By taking care of Ballarat CBD by implementing progressive urban design, it can be an inspiration for the broader region

Transport

- Ballarat's transport links are critical to the greater region
- Connection to transport systems, particularly the rail link from Ballarat to the Wimmera Southern Mallee, and upgrades to the Western Highway are critical
- Need to identify future road networks and upgrades to connect areas identified for growth so the Midland Highway can connect with the Ballarat West precinct, in particular the industrial precinct
- The Ballarat Strategy needs to include strong statements supporting transport services to Ballarat from the region, particularly in relation to upgrades to the Western Highway and improved passenger rail services throughout Western Victoria which would better connect Ballarat to the hinterland
- Public transport passenger services needs to be accommodated for the whole region

Education

- There is a natural and positive connection with Ballarat education institutions and the rest of the region
- Strong connection between the Federation University campuses at Ballarat and campuses through the Wimmera
- Potential expansion of Ballarat private schools back into the Wimmera needs to be considered
- Federation University provides an important connection between Ballarat and the Wimmera region

Tourism

- Development and enhancement; in particular eco-tourism partnerships offer great potential for the wider Grampians and Wimmera region
- Growth in international tourism offers economic opportunities for the region

Planning

- The implications for other shires of land identified for growth in locations within close proximity to them must be considered
- Population forecasting should include satellite towns such as Haddon, Napoleons, Ross Creek, Smythes Creek and Smythesdale. These towns, and the surrounding area, rely heavily on Ballarat
- Planning for growth in the Ballarat context should accommodate the growth of freight from the greater region (and its impact on infrastructure)
- Freight corridors need to be protected from potential negative impacts of development e.g. zoning and land use planning

OTHER MATTERS RAISED

Environment issues

- What if human populations are only viable if 80% natural environment is intact?
- Promote ourselves as a region which sets high standards of environmental performance
- Increase habitat areas throughout Ballarat; improve the quality of our built environment
- Do we actually recognise how terribly unsustainable we currently are?

Climate change

- Leadership on climate change mitigation is needed
- What if there is a rapid influx/change in population as a result of climate change impacts elsewhere in the world? (estimated 50 million climate change refugees, but only two countries have plans)
- What other impacts of climate change for Ballarat's community and economy? – water availability, health, food and agricultural production
- Some hard decisions need to be made in the light of climate change

Managing change

- On the question of key influences the list generated is very superficial. However we must survive before we thrive. No one thought about food, water, shelter, energy or sanitation and how we meet these primal needs in order to even focus on the materialistic objectives on the list
- The 'Perfect Storm' – economic, social and environmental crisis with old systems failing. We need new systems fuelled by people's strengths (cooperation; big picture/long term thinking)
- Ballarat should assess land supply and trends in housing needs on a regular basis (perhaps annually or biannually)

Economic issues

- Spending on acute and allied health services will remain a major employment sector in the Ballarat economy, and is a future growth opportunity
- A lack of economic growth may require Council to provide incentives for the implementation of its strategy
- Growth economics and consumerism are unsustainable
- Detest economic policy that adversely affects the most vulnerable – the working poor
- The young need meaningful long-term employment rather than short-term employment with exploitative wages and conditions
- Don't want to live in a society where the disadvantaged are ignored and further impoverished because of economic policy
- How do we remove the economic barriers that prohibit change and progress? (not necessarily development)
- What if we transition from profit-driven business to values-driven business?
- What if people contribute to community in order to make a living – no money exchange?
- How can people be economically secure?
- Housing construction including land development is a significant employment and economic generator in the Ballarat economy and should be supported by all levels of the CoB
- Ballarat must support local businesses that continue to create a vibrant and diverse economy and who create local employment opportunities and (re)invest in Ballarat.

Business expansion ideas

- We should only support businesses that have a strategic future or potential
- Decentralised business & lifestyle centres should be developed
- Businesses will want warehousing & production centres
- Too many services not enough production
- Income must come from manufactured product, grown/farmed product, or taxed income
- BWEZ is important and council needs to ensure financial input to this important infrastructure and that significant employment opportunities are generated in the early stages of project
- Lake Wendouree could have a circle net fish farm
- Build a skills based off the grid village for the 14,000 young people in Victoria who are out of work: self-sufficiency; work for dole projects; markets; student projects
- Commission an explorative study for mine reuse
- Rail line linked to airport - railway goods freight terminal; re-developed Polocrosse facilities as an animal quarantine centre; new saleyards and selling centre to access railway terminal
- Light industry needs to move outwards from city; heavy industry to be replaced by light industry

Tourism, events & recreation ideas

- Develop a Master Plan to provide a number of entertainment options - sporting parks like Mt Gambier; tourist walking district; new general purpose stadium
- Initiatives for 2040: potential redevelopment of western side of Lake; AFL football in Ballarat; entertainment precinct fully developed
- Miners cottages could be lifted and trucked to a high density pioneer town
- Old heritage houses in Sovereign Hill area could be sold to backpacker accommodation developer

Other Comments

- If in the valley of process content is king then in the valley of charity faith is king
- Vision for the arts is about investment in economic potential, community enrichment and heart & soul wellbeing
- How can we foster intellectual and skills growth?
- What if we implement all the best knowledge we have (planning, technological, health) etc.?
- How can we attain social cohesion?
- 20% rate discount for residents who have lived in their home for 30 years or more
- Connections with Melbourne are important but the preservation and development of Ballarat's own artistic identity is more important
- The current approach to landscape maintenance requires a fundamental shift towards a more strategic approach to equity and priority across the whole of Ballarat.

4. APPENDICES

Appendix 1: List of: workshop participants; organisations represented in Technical Working Group and submission writers

Appendix 2: Game Changing Workshop Outcomes Summary Report – covering “Our Future City” and “Our Place in the World” workshops

Appendix 3: Maximising Ballarat’s Resilience to Change Workshop Report

APPENDIX 1

List of: workshop participants; organisations represented in Technical Working Group and submission writers

"Our Future City" and "Our Place in the World" Workshop Participants

Adam Criddle	Elizabeth Denny	Megan Wahr
Adrian Kenny	Eric Zehrun	Merle Hathaway
Ailsa Brackly du Bois	Erin McCuskey	Mike Kaufmann
Aldona Kmiec	Gaye Welford	Mike Sorrell
Alice Barnes	Gayle Boschert	Naomi Grunis
Ammon	Geoff Ryan	Nathan Currow
Amy Tsilemanis	Glenn Stevens	Neville Telfer
Angela Clough	Helen Lamont	Nick Johns
Ann Brain	Ian Fry	Orry Pilven
Anne Beggs-Sunter	Igor Zovko	Paul Gordon-Smith
Barbara Cytowicz	James Iles	Penelope Greenslade
Benjamin Brown	Janine Bennett	Ross Huntington
Brett Edgington	Jeff Rootes	Seamus West
Callan Sweet	Jenny Trengrove	Shane Corbett
Charles Zhang	Jodie Perry	Sofia Fiusco
Cherie Draper	John Emery	Steph Wallace
Corina Kozaris	John Kilgour	Steve Falcon
Cr Belinda Coates	John Petheram	Stuart Benjamin
Cr Vicki Coltman	Jonathon Halls	Tim Matthews
David Wright	Judy Hearn	
Dianne Jacono	Judy Verlin	
Dom Uljanich	Matthew Tol	

"Maximising Ballarat's Resilience to Change" Workshop Participants

Ammon Beyerle	PhD student University of Melbourne
Andrea Carroll	Economic Development Officer, City of Ballarat
Anna Yates (Glue)	Medical Practitioner
Anne Beggs Sunter	Community Reference Group
Belinda Coates	Councillor, City of Ballarat
Bernie Fradd	Ballarat City Fire Brigade - Operations Officer, CFA
Cherie Draper	Community Reference Group
Daryl Wallis	Manager Parks & Gardens, City of Ballarat
Dianne Jacono	Community Reference Group
Erin McCuskey	Community Reference Group
Ersi Ni	Statutory Planner, City of Ballarat
Frances Salenga	Coordinator Cultural Diversity, City of Ballarat
Garry Fitzgerald	Community Reference Group
Gaye Welford	Community Reference Group
Geoff Ryan	Manager Diocese of Ballarat, Anglicare Victoria
Grant Deeble	Team Leader, Integrated Transport and Land Use at VicRoads
Ian Rossiter	Board member of BREAZE and Chair RSAB
Jessie Harman	Director, Partnerships and Engagement, Federation University
Jonathan Halls	Community Reference Group

Judy Hearn	Community Reference Group
Keir Reeves	Prof Regional Engagement & Director CRIC, Federation University
Lauren Burch	Strategic Waste Officer, City of Ballarat
Mal Healey	Chief Executive Officer, YMCA
Megan Wahr	Urban Abstract P/L
Melanie Schoo	Leadership Ballarat and Western Region participant
Merle Hathaway	Community Reference Group
Michelle Dunn	Leadership Ballarat and Western Region participant
Mike Kaufmann	Kaufmann Property Consultants
Mike Sorrell	Community Reference Group
Natalie Reiter	Director City Strategy, City of Ballarat
Paul Gordon-Smith	Community Reference Group
Paul Ryle	Centre Coordinator, Smart Living Ballarat
Peter Gervasoni	Risk Manager, City of Ballarat
Phil Anstis	Strategic Planner, Central Highlands Water Authority
Quenton Gay	Project Manager Living Ballarat Project, Office of Living Victoria
Rosemarie Calvert	Manager Family & Children's Services, City of Ballarat
Susan Honeyman	FMP Group (Australia) Pty Ltd
Ted Lyons	Ballarat Scenic Cyclists Club
Tim Westcott	Senior Transport Planner, DTPLI
Vicki Coltman	Councillor, City of Ballarat

Technical Working Group - Organisations represented

Ararat Rural City Council	Golden Plains Shire Council
Central Goldfields Shire Council	Hepburn Shire Council
Central Highlands Water	Heritage Victoria
Corangamite CMA	Moorabool Shire Council
Country Fire Authority	North Central Catchment Management Authority
Dept. Education	Northern Grampians Shire Council
Dept. of Env. and Primary Industries	Powercor
Dept. of Health	Public Transport Victoria
Dept. of Human Services	Pyrenees Shire
DTPLI (Planning)	Regional Development Victoria
DTPLI (Transport)	VicRoads
Glenelg Hopkins CMA	Victoria Police

Written Submissions Received

Phillip	Grant
David	Chadderton
Angie	Browning
John	Barnes
Wayne	McGuire
Ann	Brain
Judy	Hearn
Simon	Clark
Annie	Oates
Elizabeth	Hayward
Robert	Elshaug

James and Kathryn	Rinaldi	
Doug	Worrall	Somerville Street South Group Buninyong & District Community Assoc
Ian	Salathiel	
Maree	McNeilly	DTPLI - Grampians Region
Somma	Sourivong	RDV Grampians Region (planning)
Paul	O'Donohue	Central Highlands Water
Brad	Henderson	Glenelg Hopkins CMA
Jo	Bourke	Wimmera Development Assoc
Laura	Wilks	Golden Plains Shire Council
Peter	Brown	Horsham Rural City Council
Ray	Campling	Yarriambiack Shire Council
Michael	Grochowski	Project Management Aust (PMA)
Mike	Kaufmann	Kaufmann Property Consultants
Michael	Heinz	Heinz Properties P/L
Joseph	De Losa	Planning Urban Neighbourhoods
Gordon	Monro	Ballarat Fine Art Gallery Assoc
Chris	Coughlan	Coughlan Civil
Nicholas	Grylewicz	Integra
James	Isles	iPlanning