



Council Plan 2009 to 2013

(Revised 22 June 2011)

Ballarat: Today, Tomorrow, Together

Sustaining growth, strengthening communities

MAYOR'S MESSAGE

In 2008 the Ballarat community voted in a new Council with a mandate to improve on the successes of the past and deliver a bolder, better Ballarat. The community asked for decisive leadership, bold decisions, a sustainable financial strategy and a vibrant future for all. These principles guide this Council in all we do and inform the decisions we make on behalf of the Ballarat community.

Council has worked to articulate the community's vision for Ballarat through the Council Plan and the Ballarat: Today, Tomorrow, Together strategy. Both documents outline the shared vision of Council and the community for managing Ballarat's population growth and the infrastructure, services and planning required to sustainably deliver positive outcomes for residents. As many in our community are aware, Ballarat's population is currently growing at 2.1% per year which means that approximately 2,000 new residents are moving to Ballarat every year and our population is set to hit 130,000 people by 2030. Growth on this scale necessitates a bold plan to deliver housing, jobs and appropriate infrastructure that builds on the important infrastructure already delivered. Hence, the City of Ballarat has embarked on the Ballarat West Growth Zone, Employment Zone, Link Road project, freight strategy, Economic Strategy, CBD strategy and a strategy of delivering key sports precincts.

Over the next two years, the City of Ballarat will make significant strides in progressing these important projects. Work will commence on stage one of the Link Road project which will ultimately improve access to and from Ballarat for all residents and particularly residents in Ballarat West in the future and will improve freight movement around Ballarat rather than through our city. We will deliver significant tracts of residentially zoned land to market and we will continue the expansion of the Employment Zone to deliver much needed jobs into the future. We will also deliver a major expansion to the manufacturing sector via the Ballarat Employment zone, which will help ultimately accommodate more than 4,000 additional manufacturing jobs which support expected population growth

Council will also appoint an architect for the Civic Hall development. The appointed architect will assist Council and the community to realise a new vision and future for the Civic Hall site. The redeveloped site will make reference to aspects of the current Civic Hall building out of respect for the role that the building has played in community life in Ballarat over many years. The project will deliver much needed office space for Ballarat that will provide opportunities for increased business investment and job creation and a single location for Council in Ballarat. The collocation of Ballarat Council services will also free up more office space for private enterprises. The project will deliver much needed car parking and green space for the CBD.

This updated Council Plan builds on the strong foundations of the last two years and has seen some fantastic projects delivered, including the aquatic centre upgrade, the rebirth of Lake Wendouree and the boardwalk, the Sturt Street footpath upgrades, stage one of the sale yards and a brand new child care centre and playground at Girrabanya. The next year will be characterised by delivery; we will be focused on delivering the projects that the community indicated were important and that we have identified as being necessary for Ballarat's social and economic wellbeing and way of life. Some of these projects will be contentious and not everyone in the community will agree with the work that Council is undertaking however inaction is not an option and Council will move forward to deliver on the vision the community set for us.

Part of that vision includes building on Ballarat's role as the regional capital of western Victoria. With its size, facilities, natural assets and existing infrastructure, this is a role that comes naturally to Ballarat. As a Council we are committed to providing strong leadership in the region giving us a greater voice with governments and allowing us to more effectively negotiate on a range of funding and quality-of-life issues that impact on job creation, infrastructure delivery and the provision of health, education, and transport services. This strategy of using a united approach on regional issues has proven to be a powerful and effective way to secure additional benefits and advantages for our communities. .

Council's plans provide a sustainable balance between major capital investment and infrastructure works that will drive local growth and employment, the preservation of our unique heritage and the protection and enhancement of the lifestyle that our community values.

I welcome this updated Council Plan as it clearly and comprehensively outlines the strategic approach to the future that reflects the ideals, aspirations and visions of our community, and lays out an effective plan for achieving those goals. The Council Plan covers our key economic, social and environmental concerns and initiatives, and outlines plans for their delivery.

Council will continue to move forward in a principled and accountable manner and will work to engender community support, trust, respect and pride in all that we do.

The Council Plan seeks to directly address some of the key challenges facing Ballarat:

- impact of Ballarat's projected population growth
- planning for tomorrow's water, energy, information communications technology and transport infrastructure
- adapting to climate change
- stimulating the regional economy
- establishing community pride by moving forward to redevelop our sporting infrastructure and our icons including Civic Hall and the CBD
- improving our community health and wellbeing

The key projects we completed in 2010/ 2011 include:

- Secured funding for Stage 1 of the Western Link Road
- Commencement of the Ballarat Regional Football (Soccer) Facility;
- Conservation of the Eureka Flag;
- Implementation of the CBD Strategy;
- Redevelopment of the Aquatic Centre;
- Implementation of the Play Space Planning Framework;
- Restoration of Learmonth Hall;
- Revitalisation of the Victoria St Gardens;
- Restoration of the Town Hall facade;
- Implementation of the Disability Action Plan;
- Implementation of the Economic Strategy; the Youth Strategy; Positive Ageing Strategy; and Gaming Strategy;
- Commencement of the Eureka Stage 2 redevelopment.

Council is committed to finishing the projects that we have started and delivering the infrastructure and services that residents have identified as important and has set itself an ambitious agenda for 2011/2012. The key initiatives outlined in this plan include:

- Commence construction of the Western Link Road
- Develop the Ballarat West Employment Zone
- Secure land for the new freight hub

- Delivery of the Economic Strategy
- Finalise the Activity Centre strategy
- Undertake Sports Precinct work at Prince of Wales Park, City Oval, Alfredton Recreation Reserve, Marty Busch Reserve, Ballarat Regional Soccer Facility
- Establish the Smart Living Centre
- Review Council's Statement of Commitment to the local indigenous community
- Commence a project regarding social housing needs
- Develop a business plan for a Youth Space in the CBD
- Undertake cycle path works at Remembrance Drive, along Canadian Creek and at Buninyong.
- Install bike racks in outlying areas of municipality
- Implement the new Tourism Strategy
- Develop a portfolio of Sports and Cultural Tourism Events
- Develop a public art program
- Review the Environment Sustainability Strategy

I believe this Council Plan is a balanced reflection of community, economic and social priorities and is a challenging yet achievable vision for our city. Its delivery will enhance our standing as a strong and prosperous city that takes a lead regionally. I hope the community will embrace this Plan and work with Council to deliver a bolder, better Ballarat for all.



Cr Craig Fletcher
Mayor

STATEMENT OF INTENT

Council understands it has been elected by ratepayers to achieve the following outcomes over the four year term until November 2012:

- Council will provide strong and proactive regional leadership and representation to state and federal governments befitting Ballarat's status as capital of western Victoria
- Council will ensure Ballarat's growth and development is managed to create progressive economic, social and environmental outcomes.
- Council will respect and promote Ballarat's cultural, built and natural heritage and embrace these values in planning for our future.
- Council will maintain best practice procedures and strive to continuously improve its governance and community engagement processes that provide confidence to ratepayers in its processes of decision making and participation.
- Council will preserve and promote the municipality's diversity of lifestyles, landscapes and communities to build a strong sense of community pride.
- Council will develop safe, connected, resilient communities and value the important role of sustainable townships and rural communities.
- Council will work with communities to plan for continued climate change and lead the community in reducing carbon emissions.
- Council will establish a clear framework that revitalises Ballarat's Central Business District and Lake Wendouree precinct.

PRINCIPLES OF PRACTICE

Council has established the following value-based principles of how it will achieve its statement of intent. These principles will dictate what is considered and how decisions will be made:

1. Council will act in the interests of ratepayers and residents, while balancing the needs of specific interests in our community.
2. In demonstrating collective leadership Council will maintain robust and transparent debate which is respectful of all views and opinions.
3. Council will think and act strategically whilst being receptive to innovative ideas and opportunities.
4. Council will maintain an "open for business" attitude to serving the community.
5. Council's key decisions will be based on engaging with communities and stakeholders, and clearly communicating the rationale for those decisions.
6. Council is committed to delivering excellence in customer service that focuses on delivering positive and timely outcomes.
7. Council will always endeavour to choose local solutions for local outcomes.
8. The City of Ballarat will be a proud, progressive, pioneering organisation where Councillors and staff can make a difference.

BALLARAT PROFILE

Ballarat can lay claim to being one of Australia's leading regional cities with a proud history, a progressive community, and set for a vibrant future. It is a community big enough to offer the best educational, health, employment and lifestyle options but friendly enough to care about its people and its environment.

As a city that offers a sustainable future, an affordable and enjoyable lifestyle and a robust economy, it is no surprise that Ballarat is one of Australia's fastest growing regional centres.

Ballarat is seizing the opportunity presented by this growth by planning for the facilities, services, infrastructure, economic and lifestyle options that will deliver ongoing prosperity.

Planning for growth on this scale is a significant task, but one which the City of Ballarat is thriving on, in partnership with government, business and the community.

Population growth fosters a strong local economy that offers jobs, ranging from professional services to building and construction. It also enables Council to offer an increased range and frequency of community services to support a culturally and socially diverse population.

Many of Ballarat's growth initiatives are taking place in Ballarat's west. The areas to the west and south west of Ballarat have long been acknowledged as Ballarat's future growth areas, more specifically the Ballarat West Growth Area Plan identifies Ballarat West as the site for new homes and retail precincts that will cater for the much of the future growth.

To complement this growth the City of Ballarat is delivering a number of key major projects for the city. Construction of stage one of the Link Road will commence within the next twelve months and significant tracts of residential land will be brought to market for residents in Ballarat in Ballarat West. The Civic Hall development will make significant steps forward following the appointment of an architect in July 2011 and Council will continue to work with the community to address concerns on the project.

Much of the city's appeal and growth is based on Ballarat's proximity to Melbourne. Population growth projections for the next 20 years range from 106,000 to over 130,000, driven by Ballarat's liveability, affordable housing and connection by rail and road to Melbourne.

The municipality's total land area is just under 740 square kilometres and is part of an area of land under the traditional custodianship of the Wathaurong tribe. It is generally accepted that the origin of the name Ballarat came from two aboriginal words signifying a camping or resting place – "balla" meaning "elbow" or "reclining on the elbow" and "arat" meaning "place". Over many centuries the Wathaurong people lived in an area that stretched from Ballarat to Victoria's southern coastal area near Lorne, to the Werribee River. Today approximately 600 indigenous descendants live in the Ballarat area.

Home ownership is more affordable in Ballarat. Based on median house prices it costs nearly \$300,000 less to buy a house in Ballarat compared to Melbourne. Education is valued by the community and Ballarat offers an extensive range of quality public and private education options. There are good choices at all educational levels, including two universities and several other centres that provide learning opportunities for adults. Lifelong learning is also encouraged through a network of community-based learning organisations. Ballarat families have access to a range of childcare facilities and aged residential care options. Two major hospitals, a day procedure complex, more than 100 general medical practitioners and more than 1,000 public and private hospital, nursing and hostel beds cater for the health needs of the community.

With a population of around 98,000 people, Ballarat has a labour workforce of close to 45,000. The region hosts more than 8,000 registered businesses that service the domestic and export markets. New investment is actively encouraged. Ballarat has high workforce retention rates, even in sectors with traditionally high staff turnover. The city's major industry sector employers include retail trade (18%); manufacturing (14.9%); health and community services (15.3%); education (9.9%) and property and business services (8%). Ballarat is increasingly being recognised for its competitive advantage in information and communications technology and has one of the most comprehensive and competitive telecommunications systems in regional Australia.

Ballarat is a vibrant regional economic centre offering a variety of career and employment opportunities, from advanced manufacturing to servicing the health needs of the region. Situated in a key strategic position at the centre of some of Victoria's most important freight, tourist and commuter transport routes, Ballarat is home to a diverse range of industries. The tourism and hospitality, construction, education, government administration and information technology services sectors are all enjoying steady growth.

Ballarat is a major international and domestic tourist destination, attracting nearly two million visitors each year worth over \$409 million per annum to the region's economy and supports more than 2,000 jobs. It is one of regional Victoria's most diverse tourism destinations where the beauty of the central highlands, the rich goldfields heritage and vibrant community events come to life. It is also a gateway to the many attractions of western Victoria.

Arts, culture and history continue to be important to the community and to our sense of who we are. We have a rich history and heritage with deep roots and connections across Australian society. Ballarat is home to the spirit of Eureka and the birthplace of Australian democracy. This legacy of an independent spirit remains strong. The gold rush transformed Ballarat and today that heritage is still evident in the striking streetscapes that are the envy of the rest of the country.

Sport and recreational facilities are plentiful in the municipality. Ballarat residents can choose to relax or exercise at one of the 147 neighbourhood parks, 45 sporting grounds, 35km of walking trails, cycling paths, indoor and outdoor swimming pools, or test their skills on one of nine golf courses in the region.

All in all, Ballarat has the unique combination of a strategic location, a rich and proud history, a welcoming community and the infrastructure of a capital city to realise its potential as one of Australia's leading regional centres.

OUR MUNICIPALITY

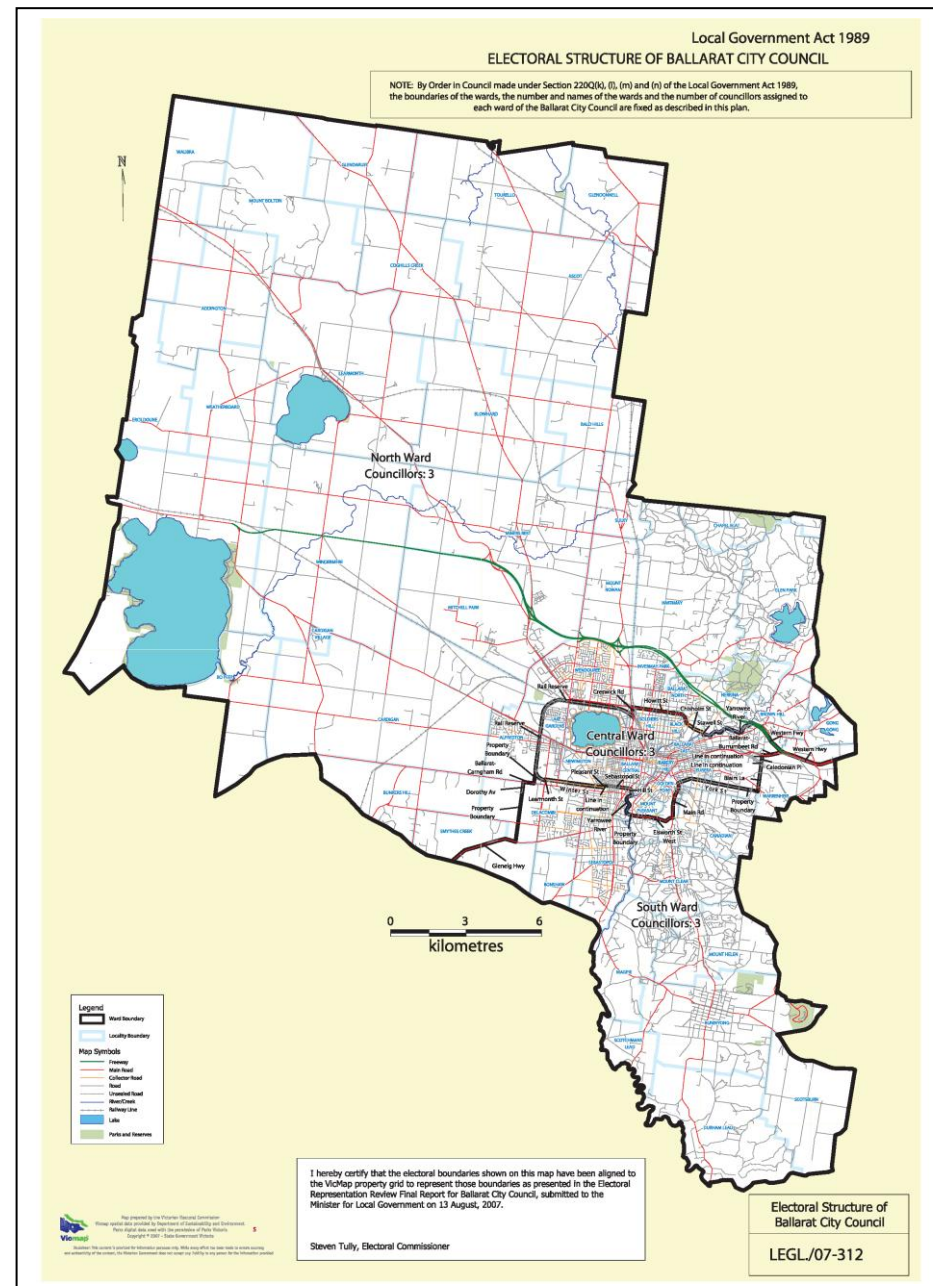
The municipal district of the City of Ballarat (historical spelling) was first created in 1856, followed shortly by the creation of the City of Ballarat East in 1857.

These two municipalities merged in 1921 to form the City of Ballarat. The City was surrounded by the Borough of Sebastopol and the Shires of Buninyong, Grenville, Bungaree and Ripon.

The present City of Ballarat was created by an Order of Parliament on 6 May 1994 under the Victorian Local Government Act and is the amalgamation of the previous Shire of Ballarat, City of Ballarat, the Borough of Sebastopol, and parts of the Shires of Bungaree, Buninyong, Grenville and Ripon.

From 1996 to 2008 the municipality was divided into nine electoral wards, each represented by a single councillor. During the 2006/07 financial year the Victorian Electoral Commission conducted a review of the electoral structure of the City of Ballarat and recommended, in the interests of fair and equitable representation, that the municipality be restructured into a three-ward electorate (North, Central and South wards), each represented by three councillors. The Minister for Local Government accepted the Commission's recommendation and the transition to this new electoral structure occurred at the general election held on Saturday 29 November 2008.

The City of Ballarat adjoins the municipalities of Moorabool Shire (to the east) which separates Ballarat from the outer suburbs of Melbourne; Hepburn Shire (to the north); Pyrenees Shire (to the west); and Golden Plains Shire (to the south) which separates Ballarat from Geelong.



OUR COUNCIL

Ballarat City Council is a public statutory body constituted under the 'Local Government Act 1989'. The Act determines the purposes and objectives of Council and defines a number of functions and powers which Council is required to undertake in order to provide leadership and good governance for the municipal district and the local community. It is also responsible for determining the organisation's direction and overseeing its performance on behalf of the Ballarat community.

The municipality of the City of Ballarat is divided into three municipal electorate wards each represented by three councillors. Councillors are elected for a four-year term unless as the result of a by-election.

At the general municipal election held on 29 November 2008 the following councillors were elected. Three were re-elected. Cr Verlin was Mayor for the first two years (2009 and 2010) of this Council. Cr Fletcher was elected Mayor on 6 December 2010 for the next 12 months and Cr Harris was elected Deputy Mayor for the same period.

Central Ward



Name: Cr Judy Verlin
Elected: 29 November 2008
Ph: 0407 431 652
Email: judyverlin@ballarat.vic.gov.au



Name: Cr Craig Fletcher (Mayor – Dec 10 to Nov 11)
Elected: 21 March 2008
Ph: 0417 503 071
Email: craigfletcher@ballarat.vic.gov.au



Name: Cr Mark Harris (Deputy Mayor – Dec 10 to Nov 11)
Elected: 29 November 2008
Ph: 0418 388 496
Email: markharris@ballarat.vic.gov.au

North Ward



Name: Cr Samantha McIntosh
Elected: 29 November 2008
Ph: 0458 004 880
Email: samanthamcintosh@ballarat.vic.gov.au



Name: Cr Noel Perry
Elected: 29 November 2008
Ph: 0429 004 333
Email: noelperry@ballarat.vic.gov.au



Name: Cr John Philips
Elected: 21 March 2008
Ph: 0417 388 706
Email: johnphilips@ballarat.vic.gov.au

South Ward



Name: Cr Cheryl Bromfield
Elected: 29 November 2008
Ph: 0448 024 755
Email: cherylbromfield@ballarat.vic.gov.au



Name: Cr Des Hudson
Elected: 18 March 2002
Ph: 0409 865 093
Email: deshudson@ballarat.vic.gov.au



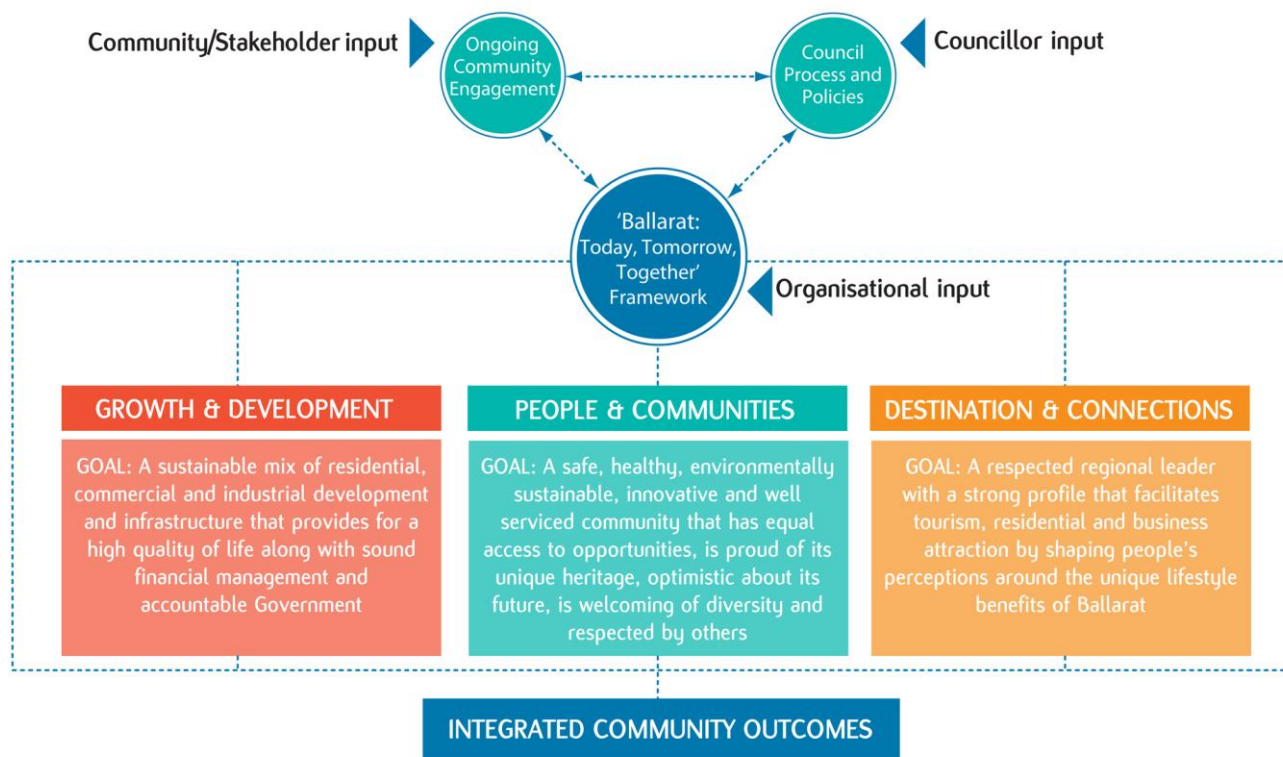
Name: Cr Ben Taylor
Elected: 29 November 2008
Ph: 0419 507 305
Email: bentaylor@ballarat.vic.gov.au

SUSTAINING GROWTH, STRENGTHENING COMMUNITIES

Ballarat is undoubtedly one of Victoria's, and Australia's, most vibrant and thriving regional cities with an unrivalled combination of strengths, from our heritage and culture to the strong economic base and the skills and spirit of our people. Our success to date is the result of our collective efforts to preserve what is unique and special about our past, while planning for the facilities, services, economy and lifestyle options that will deliver our ongoing prosperity.

We do this by working with the community, identifying what is important and then delivering the most appropriate strategies and programs as efficiently as possible. And we have developed a best practice framework to ensure the best possible outcomes in all our planning, consultation and service delivery.

'Ballarat: Today, Tomorrow, Together' Planning Framework



DELIVERING TODAY, PLANNING FOR TOMORROW, BENEFITING TOGETHER

'Ballarat: Today Tomorrow Together' is the new strategic planning framework for, and an expression of, the City of Ballarat's activities to responsibly manage Ballarat's growth and governance. It is drawn from a comprehensive program engaging the entire community, and guides the planning and execution of Council policies through dedicated portfolio teams.

Its overall goal is clear: to help sustain growth and to strengthen communities, both now and into the future.

'Ballarat: Today, Tomorrow, Together' provides an unwavering focus that underpins every strategic decision and effort we make. It recognises that growth is valuable and necessary, but only when it is responsibly controlled to protect and sustain our environment and Ballarat's way of life. Put simply, it ensures Council plans for the ongoing growth of Ballarat with one eye firmly on today and one eye on tomorrow – while ensuring that the benefits of growth are shared across the whole community.

It aligns all Council strategies and planning processes within the 'Ballarat: Today Tomorrow Together' themes of Growth & Development, People & Communities, and Destination & Connections. In doing so it establishes a direct connection between Council's actions and the objectives established by 'Ballarat: Today Tomorrow Together'. It guides all major Council led and Council funded projects that significantly contribute to managing and/or providing for the responsible growth of Ballarat.

For 'Growth & Development' the overriding goal is ensuring a sustainable mix of residential, commercial and industrial development and infrastructure that provides for a high quality of life. Our role is planning for, partnering in and delivering residential, commercial and industrial developments and infrastructure that cater for a growing region, as well as providing efficient, accountable governance.

'People & Communities' has the goal of a safe, healthy, environmentally sustainable, innovative and well-serviced community that has equal access to opportunities, is proud of its unique heritage, is optimistic about its future, welcomes diversity and is respected by others. We are seeking to foster a diverse, vibrant and growing community that values and enjoys a sense of wellbeing, culture, heritage, recreation, connection, environmental sustainability, safety and belonging.

'Destination & Connections' has as its goal for Ballarat of being a respected regional leader that facilitates tourism and residential and business attraction by re-shaping people's perceptions around the unique lifestyle benefits of Ballarat. It involves fostering regional, governmental and cultural cooperation while promoting Ballarat as a regional leader and an attractive destination for new residents, business investment and tourists.

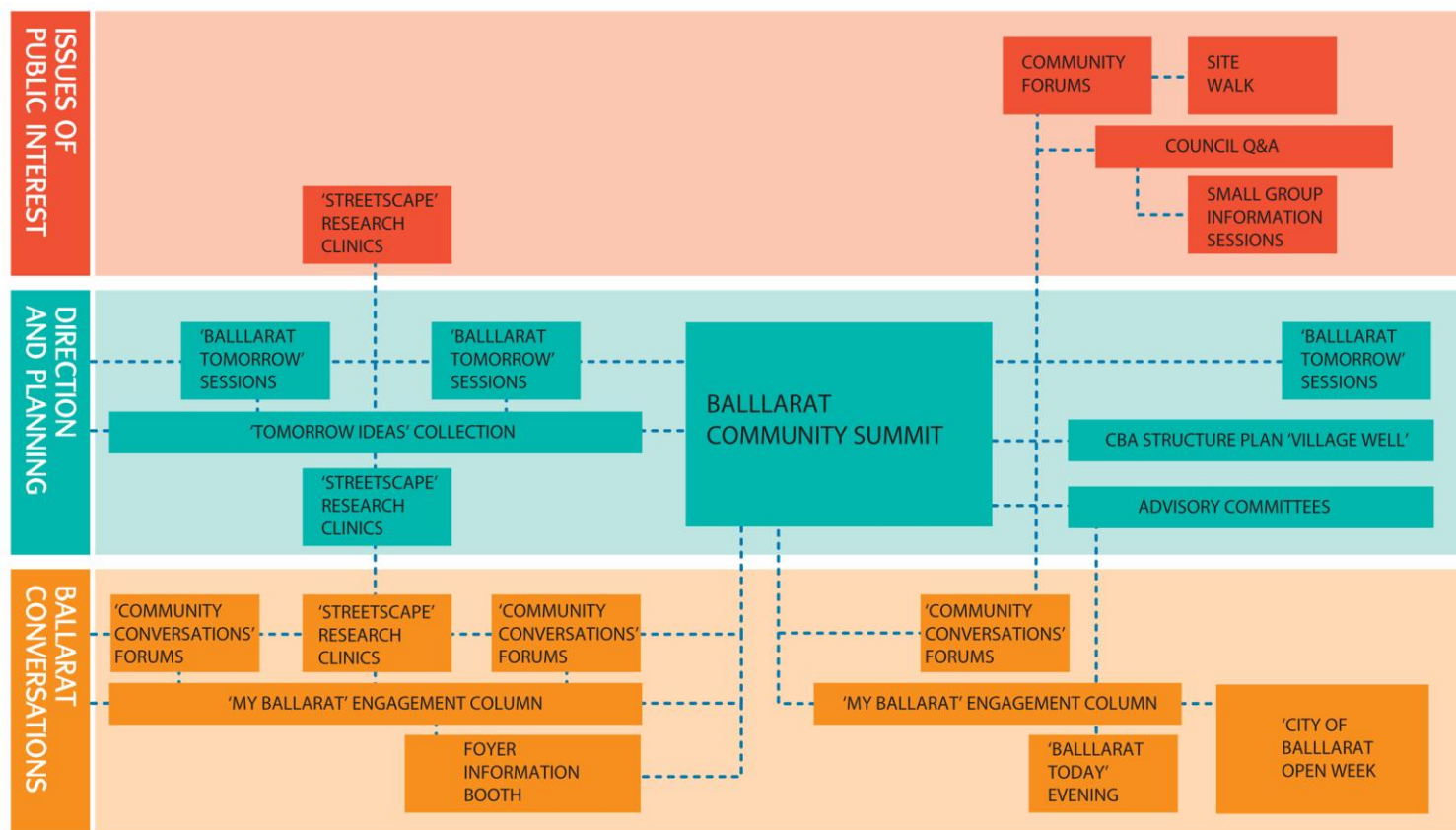
Ballarat's well-planned future is taking shape before our eyes. Council's ongoing efforts, coupled with strong government, business and community partnerships, will deliver sustained growth and stronger communities for all of Ballarat.

'Ballarat: Today, Tomorrow, Together' is a clear and firm expression of Council's commitment to Ballarat's continued growth and prosperity for all.

ENGAGING OUR COMMUNITY

At the very heart of the 'Ballarat: Today, Tomorrow, Together' framework and Council Plan is ongoing engagement with the community. In fact, it is the views, attitudes and aspirations of the people that helps lead the entire process and directs our strategies and programs. We actively seek input from a wide cross section of the community, providing a large range of formal and informal opportunities for people to be heard, to share their views and to contribute to the development of this great region.

The community 'conversation' about the future direction of Ballarat that started with the development of 'Blueprint Ballarat' continues with a range of activities. The new Council held a community summit in April 2009 to hear from stakeholders about the proposed strategic direction for the municipality outlined in the draft Council Plan. Feedback was used to refine and adjust the Council Plan to more accurately reflect the direction for Ballarat into the future. We are committed to conducting a biennial summit for the term of this Council. In addition, a number of other community gatherings and forums will be held to collect information from community groups and residents on Council's future programs and projects to inform the Council Plan.



COUNCILLOR PORTFOLIO STRUCTURE

This Council has established a portfolio structure that aligns councillors' strengths and expertise with the major functions of Council in the three key focus areas of the 'Ballarat: Today, Tomorrow, Together' framework, namely:

- Growth & Development
- People & Communities
- Destination & Connections

This portfolio structure, shown in the diagram below:

- promotes better integration/direction for all service delivery and planning for a future of sustainable growth
- focuses on the recognition of the importance of service and planning delivery
- promotes recognition that the whole purpose of sustainable growth is to deliver benefits for the whole community
- integrates the long term community plan, Blueprint Ballarat and the Council Plan.



The councillors in each portfolio will work with the appropriate directors from the organisation to deliver better integrated outcomes for the benefit of the community. They will also represent Council on a number of relevant committees, boards and external bodies and ensure that these groups work in the best interests of the community. The membership of each of the portfolios is as follows:

Growth & Development

Councillor representatives: Cr Ben Taylor, Cr Noel Perry and Cr Judy Verlin

Lead directors: Director Growth and Development and Director Destination and Connections

The Growth & Development portfolio committee will oversee and plan for residential, industrial and commercial growth in Ballarat. It will also develop priorities to deal with the employment, infrastructure and housing issues arising from the expected 30% growth in Ballarat's population over the next 25 years.

Key projects and priorities include:

- Achieving best practice planning and development approvals processes that enable sustainable development
- Revitalisation of Ballarat's Central Business District
- The Ballarat West growth area housing, employment and infrastructure challenges
- Development of Ballarat West Employment Zone (including Airport)
- Asset management and narrowing the infrastructure renewal gap
- A review of Ballarat's Planning Scheme
- Preparation of a Settlement Plan for Ballarat
- Protection and enhancement of Ballarat's heritage
- Pursuing key transport priorities – including the Western Link Road, Mair St and Geelong Road upgrade
- Achieving sustainable projects and programs (resource management – waste, energy and water)

People & Communities

Councillor representatives: Cr Mark Harris, Cr Des Hudson and Cr John Philips

Lead directors: Director People and Communities and Executive Manager Public Spaces and Environment

The role of the People & Communities portfolio committee is to promote a safe, healthy, connected, environmentally sustainable, innovative and well-serviced community.

Key projects and priorities include:

- Develop key strategies to support and promote a healthy, safe, connected, inclusive community.
- Promotion, revision and implementation of Council's Health and Wellbeing Plan..
- Implementation of the Ballarat Open Space Strategy.
- Review and implementation of Council's Recreation Strategy
- Review and implementation of Council's Gaming Policy
- Provide input to the review of the Ballarat Planning Scheme and Municipal Strategic Statement.

Destination & Connections

Councillor representatives: Cr Cheryl Bromfield, Cr Samantha McIntosh and Cr Craig Fletcher

Lead director: Director Destination and Connections and Director Ballarat Regional Tourism

The role of the Destination and Connections portfolio committee is to oversee the destination management of Ballarat. This includes reshaping people's image and perceptions of Ballarat and making it a place of choice to visit, live and invest.

Key projects and priorities include:

- Develop a new Economic Strategy for the 2009 – 2014 period
- Position Ballarat as a thriving centre for economic, cultural and social activities for western Victoria
- Promote targeted economic development activities designed to support the economic development strategy
- Destination marketing: tourism, events and cultural attraction marketing
- Arts and culture framework: a co-ordinated strategic approach to Ballarat's cultural and heritage assets
- Art Gallery of Ballarat, Her Majesty's Theatre and the Eureka Centre: management, promotion and programming.
- Management of Council's diverse and significant arts and cultural functions and infrastructure.
- Marketing Ballarat to capture external investment, visitors and new residents.

GROWTH & DEVELOPMENT

Strategic Goal

A sustainable mix of residential, commercial and industrial development and infrastructure that provides a high quality of life.

Strategic Objectives

1. Population & Growth

- Seek to provide for Ballarat's population growth projection of 130,000 by 2030, thereby securing Ballarat's strong future
- Plan for a broader range of dwelling densities and housing types to support a growing population and diverse lifestyles
- Create employment opportunities to support Ballarat's growing population
- Enhance and improve the local and regional transport linkages to form an integrated and sustainable network
- Achieve best practice for sustainable growth

2. Liveability

- Ensure critical water resources are managed to best practice.
- Promote and pursue best practice environmental management of waste, energy and biodiversity to ensure sustainable communities into the future
- Maintain community infrastructure and assets to sustain liveable, sociable, connected communities and neighbourhoods
- Protect and enhance Ballarat's physical and cultural heritage

3. Development

- Improve planning approval processes to enable business and economic growth
- Ensure that land and infrastructure is provided to enable sustainable residential, commercial and industrial growth
- Apply sustainable design principles to all new developments
- Facilitate priority development projects that are of strategic benefit to Ballarat

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
1. Identify Ballarat's future private development infrastructure needs					Growth and Development Economic Development Public Spaces and Environment Major Projects	<ul style="list-style-type: none"> • Include development contributions as part of Ballarat West Precinct Planning and commence planning scheme amendment • Commence the preparation of a Rural Road Hierarchy to ensure adequate maintenance levels for the differing role and function the road provides
2. Advance key regional transport projects					Major Projects Growth and Development Economic Development	<ul style="list-style-type: none"> • Complete the Planning Scheme Amendment process and commence the detail design phase for Stage 1 of the Western Link Road project • Monitor construction works at the Western Highway and Learmonth St roundabout and consider the new Ring Road design and its impacts on the Avenue of Honour • Review the Western Highway Action Committee (WHAC) Strategy document to re-prioritise projects • Work with VicRoads to ensure implementation of planned improvements along the Geelong Road corridor

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Implement recommendations from the final report on the Ballarat Road Transport Strategy • Develop an east – west arterial road strategy to accommodate the planned growth in Ballarat West • Finalise the economic assessment on the effect of the Freight Hub as a catalyst for developing the Ballarat West Employment Zone • Secure suitable land within the Ballarat West Employment Zone for location of the Freight Hub • Commence the business case for government and private sector funding for the Freight Hub
3. Protect and enhance Ballarat’s Heritage assets					Growth and Development	<ul style="list-style-type: none"> • Continue development of the Strategic Asset Management Plan for the Arch of Victory and Avenue of Honour • Develop a service level agreement for the Arch of Victory’s and the Avenue of Honour’s ongoing maintenance

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Initiate a heritage building condition report for the façade of HMT • Finalise the Sebastopol heritage precinct studies • Commence a Planning Scheme Amendment process as applicable for new precincts • Continue implementation of the Preserving Our Heritage Strategy • Continue to provide heritage grants and loans to encourage the restoration of public and private heritage across the city • Undertake a thematic history study • Review acquisition and de-acquisition documentation for the Art Gallery of Ballarat • Continue and complete a stocktake of the Art Gallery of Ballarat collection
4. Create and implement a long term vision for Ballarat's Central Business District (CBD).					Growth and Development Major Projects Economic Development	<ul style="list-style-type: none"> • Continue to oversee capital works projects associated with the implementation of the CBD Strategy including: <ul style="list-style-type: none"> ○ Armstrong Street ○ CBD City Entrances

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> ○ Public Art ○ Public Toilet facilities ● Incorporate the CBD strategy into the Planning Scheme ● Adopt and commence the implementation of the CBD Car Parking Strategy ● Conduct further community engagement processes ● Seek external funding to match Council investment
5. Plan and implement significant stormwater harvesting projects that will enhance Ballarat's water supply					Public Spaces and Environment	<ul style="list-style-type: none"> ● Implement the Ring Road diversion ● Undertake the Gong Gong Pipe lining project and distribution systems to various parks and reserves ● Implement stormwater diversions from Nerrina and Warrenheip catchments
6. Create a management and maintenance framework to better manage flood events					Growth and Development Public Spaces and Environment	<ul style="list-style-type: none"> ● Implement a post-flood inspection and maintenance process ● Commence a more proactive inspection regime of all Council drainage asset and infrastructure
7. Secure external funding support to better manage roads infrastructure improvement works					Infrastructure	<p>Make application and deliver on funded projects including:</p> <ul style="list-style-type: none"> ● Roads to Recovery Program

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Regional roads of strategic importance Blackspot Program State impacted roads Public transport works including bus shelter upgrades Disability and Discrimination Act programs of improved footpaths and bus stops
8. Continue to implement Council's Environment Sustainability Strategy					Environmental Programs	<ul style="list-style-type: none"> Promote awareness of the value of remnant flora and fauna to residents and developers Deliver public education programs to reduce waste to landfill, promote net vegetation gain and customer demand for environmentally sustainable designed buildings Investigate options for harnessing energy from waste at Council's landfill operation
9. Adopt systems to ensure environmentally friendly building designs are achieved through the development planning process					Environmental Programs Growth and Development	<ul style="list-style-type: none"> Continue implementation of the Sustainable Tools for Environmental Performance Strategy (STEPS) and Sustainable Design Scorecard (SDS). Areas will include water sensitive and urban design

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Refine systems for evaluating and promoting environmentally friendly building applications. (Promotion of computer based assessment tools (STEPS & SDS)) Increase the level of participation in user group review and refinement of computer based assessment tools for environmentally sustainable design
10. Ensure Council open space and land management represents best practice					Growth and Development Public Spaces and Environment	<ul style="list-style-type: none"> Implement appropriate aspects of the Weed Management Strategy Prepare inventory of significant remnant flora within Council's reserves Progress native vegetation management plans as a priority Monitor service delivery to ensure best practice Apply open space planning principles to development applications Transfer the management of Lake Burrumbeet to the Department of Sustainability and Environment

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Complete Planning Scheme Amendments for the Environment Sustainability and Open Space Strategies
11. Ensure Statutory Planning systems and documentation is aligned with Council's new Local Policy and Sustainable Development Practice Notes					Growth and Development Public Spaces and Environment	Develop Statutory Planning systems to align with sustainable development, and healthy and safer designs for community facilities
12. Ensure water resources are properly managed for Council's open space areas					Growth and Development Recreation and Open Space Planning	<ul style="list-style-type: none"> Review tenancy agreements and update leases, prepare "Watermap" plans for all sites using 10ML or more and evaluate use of drip irrigation for grass Review the current water management practices at Council's lakes (Wendouree, Learmonth and Burrumbeet)
13. Facilitate appropriate regional waste management systems for residents designed to reduce landfill volumes					Growth and Development Environmental Programs	<ul style="list-style-type: none"> Maintain voucher allocation as an ongoing initiative Maintain ongoing review and monitoring of voucher performance Work in conjunction with Central Highlands Waste Management Group to identify and investigate available options for collection and disposal of green waste

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Investigate all innovations in green waste management for purposes of feasibility
14. Restore Lake Wendouree including securing of a sustainable water supply					Major Projects Growth and Development Public Spaces and Environment	<ul style="list-style-type: none"> Continue improvements to the Moneghetti track under the New Initiatives program Implement an annual Lake Weed Harvesting program Continue environmental monitoring and provide quarterly reports via Council's website
15. Ensure Council assets are effectively managed					Whole of Council	Incorporate programmed asset auditing and maintenance within the Asset Management System
16. Deliver an ongoing infrastructure maintenance program designed to maintain our existing infrastructure base					Whole of Council	Conduct review and update all asset management plans including undertaking community engagement through the community survey in January 2012
17. Implement best practice statutory planning and building services					Statutory Planning Building Services	<ul style="list-style-type: none"> Develop additional processes that integrate Building Services and Statutory Planning after the completion of the Building Services review Redesign the counter to give a more effective service to customers

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Introduce the SPEAR system for standard planning applications and subsequent training. • Formulate a plan from the review of the risk matrix to implement recommendations from process • Consider the implementation of a fully enabled web-based planning and building application process. (e-planning/e-building on-line)
<p>18. Develop an integrated and sustainable vision to manage future growth projections via the Ballarat West Growth Zone, including key projects:</p> <ul style="list-style-type: none"> • Western Link Rd • Airport upgrade and master plan • Ballarat West Growth Zone 					<p>Growth and Development</p> <p>Major Projects</p> <p>Economic Development</p> <p>People and Communities</p>	<ul style="list-style-type: none"> • Conclude the Planning Scheme Amendment process for the Public Acquisition Overlay project for the Western Link Road • Facilitate the land allocation/acquisition process for the Western Link Road alignment • Commence design and construction of the Western Link Road • Develop the Ballarat West Employment Zone (BWEZ) including: <ul style="list-style-type: none"> ○ BEWZ Masterplan ○ Investment attraction strategy

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> ○ Airport infrastructure upgrade ○ Securing Crown land for development ● Conclude the Planning Scheme Amendment process for the Alfredton West Precinct Structure Plan (PSP) ● Commence the Planning Scheme Amendment process for the Bonshaw Creek, Greenhalghs Road and Carngham Road PSPs ● Continue to provide leadership in the development of social and community infrastructure for the Ballarat West Growth Zone
19. Implement Council's Strategic Planning program					Strategic Planning	<ul style="list-style-type: none"> ● Undertake the Settlement Plan study including public consultation ● Finalise the Activity Centre Strategy and prepare a Planning Scheme Amendment ● Undertake the following Planning Scheme Amendments: <ul style="list-style-type: none"> ○ C145 – Planning Certificates ○ C109 – Learmonth Street

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> ○ C119 – Swinglers Road ○ C147 – Elsworth Street ○ C143 – Tresize Lane
20. Process current amendments as listed in the Planning Scheme Review Report					Strategic Planning	<ul style="list-style-type: none"> ● Finalise C127 - Miners Rest Outline Development Plan ● Work with the Catchment Management Authorities to ensure that floodplain mapping is incorporated into the Planning Scheme
21. Progress priority projects as identified in the Planning Scheme Review Report					Growth and Development Economic Development Major Projects	<ul style="list-style-type: none"> ● Conduct panel hearings on the Future Industrial Areas Review ● Complete the planning scheme amendment process, including community and sector engagement for the Rural Land Use Strategy
22. Commence Private Amendment Planning Scheme amendments in accordance with strategic priorities					Strategic Planning	Continue to utilise the private amendment system to process private planning amendments as new amendments are lodged
23. Develop a precinct structure plan for the Racing Precinct around the Dowling Forest racecourse					Growth and Development Major Projects	<ul style="list-style-type: none"> ● Complete Planning Scheme Amendment for the Dowling Forest Racing Precinct ● Commence investment attraction process ● Partner with the equine industry to continue to grow the sector

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
24. Develop and implement the proposed Infrastructure Design Guidelines					Growth and Development Public Spaces and Environment	Implement the Infrastructure Design Manual
25. Secure a development vision for the Civic Hall site					Major Projects	<ul style="list-style-type: none"> • Commence the Civic Hall design process • Obtain necessary statutory approvals • Undertake site preparation works • Commence the development process
26. Enhance Ballarat's position as a regional livestock selling centre of excellence					Major Projects	<ul style="list-style-type: none"> • Monitor Regional Infrastructure Pty Ltd in the planning and approvals process for the development of a new facility • Assist Regional Infrastructure in managing the existing BLSC facility • Ensure appropriate community engagement mechanisms underpin the development application process
27. Support the Ballarat Technology Park to continue to develop					Growth and Development Major Projects	Support the Technology Park to grow in a manner consistent with the future growth of Ballarat's larger economy.

PEOPLE & COMMUNITIES

Strategic Goal

A safe, healthy, environmentally sustainable, innovative and well-serviced community that has equal access to opportunities, is proud of its unique heritage, is optimistic about its future, welcomes diversity and is respected by others.

Strategic Objectives

1. Creating a Liveable City

- Attract and retain residents by creating a place where people want to live
- Actively develop partnerships to work towards a safe, secure and accessible environment for people to live a healthy and active lifestyle
- Provide support and services that meet the care, health, education and early childhood needs of children and young families
- Plan for and provide services that meet the care and health needs of an ageing population
- Enhance Council's policy position in relation to gaming and maintain support for responsible gambling initiatives.

2. Creating connected, empowered communities

- Provide services and activities that encourage and empower young people to participate in community life
- Support women to fully and equally engage and participate in the life of the community
- Promote positive and active ageing that values the contribution seniors make to the community
- Offer diverse and accessible recreation, leisure and sporting opportunities and sustainable facilities that encourage physical activity
- Address factors of disadvantage including isolation, access to services and homelessness
- Create awareness and empower communities to cope with the impacts of climate change
- Respect, support and engage the rural communities of the municipality to promote their contribution to Ballarat's unique character

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
1. Review the Health and Wellbeing Plan 2009 - 2013 to meet the requirements of the Public Health and Wellbeing Act 2009					Whole of Council	<ul style="list-style-type: none"> • Strengthen the monitoring and evaluation framework for the Public Health and Wellbeing Plan. Monitor and update community wellbeing indicators and socio-demographic data tools on Council's website • Implement Phase 2 of the Healthy Communities Initiative Program (subject to funding) • Participate in Transition Towns Program around climate change and peak oil
2. Develop and implement a cultural diversity strategy					People and Communities	<ul style="list-style-type: none"> • Support the cultural diversity calendar of activities including the Harmony Festival • Continue implementation of the Multicultural Ambassador work plan • Continue co-ordination of the Global Skills for Provincial Victoria Program (subject to funding) • Continue facilitation of the Intercultural Advisory Committee and Ballarat Friends of Ainaro actions and initiatives • Continue strengthening the Interfaith Network

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
3. Review and implement Council's Gaming Policy					Community Development Growth and Development	<ul style="list-style-type: none"> • Facilitate Planning Scheme Amendment process to incorporate the Gaming Policy • Continue facilitation of the Ballarat Responsible Gambling Committee actions and initiatives • Manage Victorian Commission for Gambling Regulations application processes as determined by Council
4. Continue to develop a Reconciliation Strategy					People and Communities	<ul style="list-style-type: none"> • Complete review and implement the Reconciliation Strategy • Review Council's Statement of Commitment to the local indigenous community • Continue facilitation of the Koorie Engagement Action Group actions and initiatives
5. Formulate and implement a range of community development initiatives that support and promote capacity building, social connection and inclusion.					People and Communities	<ul style="list-style-type: none"> • Facilitate Community Impact Grant Program • Provide events and activities in outlying communities that are inclusive of all young people • Identify and support marginalised groups through awareness raising initiatives • Participate in the Transport Connections regional program and Committee.

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Commence project regarding social housing needs and options and commence further work towards a Housing Affordability Policy
6. Transition library services to a service provider model for Ballarat and the region					People and Communities	<ul style="list-style-type: none"> Develop and implement a vision and strategic direction for the transition of library services for Ballarat Finalise the ten year library strategy Integrate library and Council services to support a full range of community development initiatives Implement business improvement processes
7. Further develop Ballarat as a Child and Family Friendly City					Family and Children's Services	<ul style="list-style-type: none"> Ensure all fit out and planning for the Ballarat West Growth Zone is in line with child friendly Ballarat (CFB) criteria Hold information sessions for stakeholders, the CFB committee and community to explain and promote CFB principles Continue to ensure child/friendly considerations in all Council events such as the Begonia Festival, Christmas celebrations and general community events

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Develop and implement a marketing campaign for the Municipal Early Years Plan and breastfeeding action plan
8. Promote opportunities to create strong communities where women are engaged and have leadership roles					Community Development	<ul style="list-style-type: none"> Continue support for the four priority areas of the Victorian Women's Policy Framework where continued focus is needed: <ul style="list-style-type: none"> ➤ Justice and safety ➤ Education, work and economic independence ➤ Health, wellbeing and community strengthening ➤ Representation and equity Widen participation in the Rural Women Leading Change Program Reference Group by including women of different ethnicities
9. Implement the Community Safety Action Plan:					Community Development	<ul style="list-style-type: none"> Continue to improve workplace awareness of family violence issues across identified sites Seek funding opportunities for the late night transport options paper recommendations and assist in the provision of security for CitySafe taxi ranks

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Continue to facilitate Community Safety Advisory Committee actions and initiatives including a CBD Safety survey • Use alcohol mapping data to support Council actions in relation to managing liquor licensing issues • Continue active consideration of liquor licensing applications • Continue facilitation of neighbourhood capacity activities which create confident, inclusive, safe and active neighbourhoods • Coordinate the Bridge Mall Precinct Masterplan process
10. Develop and implement a new Municipal Early Years Plan (MEYP)					Family and Children's Services	<ul style="list-style-type: none"> • Hold information sessions to highlight MEYP recommendations to the CFB committee, stakeholders, the community and internal Council business units • Trial a session of later appointments on one day/week at Girrabanya as an initiative into providing more accessible appointments for families • Distribute further copies of the Early Years' Guide

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Develop a self funding model to ensure continuation of the early years program • Develop an appropriate mail design format and content and distribute • Engage an expert in children's consultation to assist in developing a children's consultation strategy
11. Continue to plan for and implement integrated children's services					Family and Children's Services	<ul style="list-style-type: none"> • Complete evaluation of the benefits of the integrated children's services at Girrabanya • Make recommendations on the future location of integrated hubs in the Ballarat region • Undertake a feasibility study for a centralised registration system for pre-school enrolments
12. Implement the Ballarat Youth Strategy					Community Development	<ul style="list-style-type: none"> • Develop a business plan for a Youth Space in the CBD • Continue to facilitate the Youth Implementation Review Committee actions and initiatives • Develop a Media Youth Ambassador program

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Develop an information and communication framework on the most effective ways to inform and communicate with young people Work with stakeholders to strengthen existing programs, targeting preventative activities
13. Implement the Positive Ageing Strategy					Community Care and Access Community Development	<ul style="list-style-type: none"> Continue to strengthen the Ballarat Seniors Festival Provide education forums for retirement planning Improve safety and remove barriers to transport for older adults Continue to facilitate the Positive Ageing Advisory Committee actions and initiatives Enhance access to information provision for older adults
14. Develop an Aged Services Plan					Community Care and Access	Implement outcomes of Aged Services Plan
15. Implement the Active Service Model (ASM) and Assessment Framework initiatives as part of “The Way Forward” strategic directions for community care					Community Care and Access	<ul style="list-style-type: none"> Include ASM modules and familiarisation visits to partner agencies in orientation program for all new staff Implement ASM Demonstration Project with second area team

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Give a presentation at the Delivered Meals Best Practice Forum in September 2011 • Facilitate the development of best practice protocols and frameworks for the regional ASM network
16. Review and implement Council's Recreation Strategy (including sports precincts investment program)					Recreation and Open Space Planning	<ul style="list-style-type: none"> • Implement the following Sports Precinct Strategy actions: <ul style="list-style-type: none"> ○ Stage 2 works at Prince of Wales Park (hockey field playing surface, BLTC tennis courts, car park) ○ City Oval (amenity) ○ Alfredton Recreation Reserve (village green and pavilion) ○ Marty Busch Reserve (accessible lift and path network) ○ Ballarat Regional Soccer Facility (main pavilion and stadia pitch construction) • Consult the community regarding discussion paper and establish a recreation reference group
17. Implement the Bicycle Strategy					Recreation and Open Space Planning	<ul style="list-style-type: none"> • Construct on road and off road paths along Fortuna, Eureka and Lydiard Streets • Install bike racks in outlying areas of municipality

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Improve existing bicycle network
18. Develop Ballarat's playgrounds, BMX, skate and unstructured recreational facilities for youth					Recreation and Open Space Planning	<ul style="list-style-type: none"> • Complete the Playspace Stage 2 works at Learmonth, Len T Frazer, Buninyong Community Facility, Miners Rest and Montgomery reserves • Implement the Playspace Stage 3 works at Western Oval and Doug Dean Reserve • Rationalise Alfredton reserves
19. Establish the outdoor pools redevelopment program					Recreation and Open Space Planning	Review plant room strategy for Eureka Pool
20. Promote and support best practice programs to address areas of social disadvantage					Whole of Council	<ul style="list-style-type: none"> • Continue to use Socio-Economic Indices for Areas (SEIFA) to identify areas of social disadvantage in conjunction with Community Indicators Victoria (CIV) to inform decision making • Finalise the lease for the Wendouree West Youth Space and link it with multicultural ambassadors • Participate in Ballarat South regeneration initiatives
21. Continue implementation and review of Council's Disability Action Plan.					Whole of Council	<ul style="list-style-type: none"> • Develop, implement and monitor the Disability Action Plan • Provide a report to Council on the achievements of the Disability Action Plan

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Develop an accessible Events Guide • Train key business units linked to internal actions eg. Events, Building, Strategic Communications • Develop relations with Economic Development and Commerce Ballarat • Refer to the Internal Action Plan and the RuralAccess Work Plan for further initiatives • Induct and train new members of the Disability Advisory Committee
22. Review Council's Crisis Management Plan, Economic Development Strategy, Recreation Strategy and Municipal Emergency Plan to mitigate the impacts of climate change and to encompass scenarios for drought, heat stress, flood, fire, extreme wind, pestilence and pandemics.					Environmental Programs Economic Development	Implement recommendations from reviews of Council's response to the flood events that occurred in January and February 2011
23. Educate and empower the community on broader environmental issues with the aim of reducing energy consumption, greenhouse gas emissions, waste production and water consumption and preserving our remnant flora and fauna					Environmental Programs	<ul style="list-style-type: none"> • Establish the Smart Living Centre as the central point of contact for all information relating to sustainable living • Continue participation in World Environment Day, Ride to Work, Walktober Challenge and Earth Hour awareness campaigns/events
24. Engage rural communities to seek involvement in Council's decision making processes					Whole of Council	<ul style="list-style-type: none"> • Continue to ensure rural representation in community engagement activities

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Continue to utilise Council's Community Engagement Framework to develop local solutions Undertake community engagement in Buninyong, Miners Rest, Burrumbeet and Cardigan
25. Enforce legislation and local laws to protect neighbourhood amenity					Regulatory Services	<ul style="list-style-type: none"> Complete final year commitments of the Domestic Animal Management Plan Review the Domestic Animal Management Plan Develop the new Municipal Fire Management Plan to replace the Municipal Fire Prevention Plan
26. Provide environmental health services to support residents					Regulatory Services	Respond to environmental nuisance issues and complaints such as odour, noise and vermin
27. Provide parking and local laws services to support businesses					Regulatory Services	<ul style="list-style-type: none"> Review enforcement of Road Safety Regulations in the Ballarat CBD to ensure that 'hot spots' are well serviced and that foot patrols are maximised Develop a "Rapid Response Unit" for the outer areas Undertake review of dog attack procedures Review and improve website information

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Implement the Parking Meter Strategy • Explore opportunities to enhance mobile computing solutions with a view to improving service delivery and streamlining processes • Continue to implement the Footpath Trading Policy through permits
28. Provide environmental health services to support local businesses					Regulatory Services	Continue the food inspection regime relevant to classification of premises

DESTINATION & CONNECTIONS

Strategic Goal

A respected regional leader with a strong profile that encourages tourism and attracts new residents, enhances economic activity and attracts new business by promoting Ballarat's unique lifestyle benefits and infrastructure.

Strategic Objectives

1. Strategic Communications

- Position Ballarat as the capital and regional hub for western Victoria
- Engage with the Ballarat community through effective collaboration to support Council's vision
- Engage with Council's key stakeholders to effectively communicate Council's vision
- Advocate on behalf of residents and the business community to maximise opportunities to improve the quality of life in Ballarat

2. Economic Development

- Enhance Ballarat's position as the regional hub for economic activity
- Ensure Ballarat's future economy is capable of servicing expected population growth
- Support Ballarat development and retention of a multi-skilled workforce that meets current and future needs
- Continue to attract new businesses and enterprises to the Ballarat economy, while also supporting the growth of existing enterprises.

3. Tourism

- Position Ballarat as a pre-eminent tourist destination
- Support the growth of tourism in collaboration with the tourism industry
- Enhance and grow Ballarat's authentic experiences based on the region's key attributes
- Provide a quality visitor information service for visitors
- Support and maximise the benefits of festivals and events across the region
- Promote quality tourism products and investment outcomes consistent with Ballarat's brand.

4. Heritage, Arts & Culture

- Celebrate Ballarat's heritage, arts and culture
- Maximise the value of Ballarat's heritage and cultural precincts
- Provide a stewardship and development role for the community's cultural assets
- Improve community access to high quality, diverse cultural product

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
1. Develop and implement a Council brand strategy					Strategic Communications	<ul style="list-style-type: none"> • Continue to refine the strategic communications framework to support Council's vision • Complete development of the internal communications strategy and implement • Develop new assessment templates for assessing sponsorship applications and consult with stakeholders prior to implementation • Continue to implement a web strategy as a major communication tool with some revisions as necessary to reflect changing technologies • Refine and refresh Council's brand strategy across all services and projects
2. Refine the strategic community engagement process					Strategic Communications	<ul style="list-style-type: none"> • Continue work on a strategic media framework for Council and councillors • Undertake a yearly community survey and investigate other options for obtaining feedback from the community • Continue to develop the community engagement program to reflect the current framework • Refresh the My Ballarat community magazine

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Produce a guide to running community engagement for the City of Ballarat staff • Continue to develop and implement a Marketing and Communications strategy for major programs and projects ensuring the community is involved and engaged • Utilise survey technology on the Council's website to engage residents in issues and projects
3. Coordinate stakeholder engagement across Council					Strategic Communications	<ul style="list-style-type: none"> • Identify and foster advocates as well as provide opportunities for Ballarat's interests to be conveyed to decision makers and key influencers • Continue work to secure funding support and identify new funding streams • Establish systems and processes to track all stakeholder contacts • Refresh and re-invigorate the organisation's engagement program

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
<p>4. Develop and implement the Economic Development strategy in partnership with industry that builds on the following key strengths and drivers:</p> <ul style="list-style-type: none"> • Education and research • Excellence in manufacturing • Health sector demand and technological advances • Retail • Tourism, Arts and Culture • Government and professional services • Information and communications technology 					<p>Ballarat Regional Tourism Economic Development</p> <p>Marketing and Strategic Communications</p> <p>Strategic Planning</p>	<ul style="list-style-type: none"> • Continue implementation of the Economic Strategy including delivery of following sectoral strategies: <ul style="list-style-type: none"> ○ Education and research ○ Manufacturing ○ Health sector ○ Retail ○ Tourism, Arts and Culture ○ Government and professional services ○ Information and communications technology • Support the development of the Ballarat West Employment Zone through key projects including: <ul style="list-style-type: none"> ○ BWEZ Master Plan ○ Western Link Road ○ Freight Hub ○ Investment attraction ○ Airport Infrastructure upgrade ○ Securing of Crown Land from State • Continue implementation of the marketing and communications plan for the Economic Strategy. • Progress review of the Economic Strategy with the Economic Advisory Committee

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Establish a regional coordination process to promote economic development across the Central Highlands Region.
5. Develop an industry sector approach to business investment, attraction and retention					Ballarat Regional Tourism Economic Development	<ul style="list-style-type: none"> Continue implementation of sectoral strategies for the following sectors: <ul style="list-style-type: none"> Manufacturing Tourism ICT Business Services Education Health Retail Support the Activity Centre Strategy and ensure primacy of the Ballarat CBD as the future retail hub for western Victoria Develop four industry specific business cases to support investment attraction Implement Ballarat Industry Workforce Development Strategy
6. Develop the workforce participation and skills framework					Economic Development People and Communities	<ul style="list-style-type: none"> Promote the revised new residents' program Develop and implement a workforce skills strategy which builds upon sectoral plans
7. Promote sustainable economic development that strengthens local communities and businesses					Ballarat Regional Tourism Economic Development	<ul style="list-style-type: none"> Continue implementation of the Ballarat Industry Participation Program (BIPP)

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
					Marketing and Strategic Communications	<ul style="list-style-type: none"> • Review the BIPP statement for possible inclusion of tenders under \$250,000 • Ensure all Council procurement opportunities are placed into the Regional Industry Link program • Review TenderWrite sessions and implement for local business • Conduct a review of processes involved in securing small business investment, with a view to streamlining Council support that secures that activity • Conduct post contact reviews with Economic Unit clients with a view to continually improving services
8. Develop a Destination Management Program					Ballarat Regional Tourism (BRT) Marketing and Strategic Communications	<ul style="list-style-type: none"> • Implement the new Tourism Strategy • Develop a business performance tourism industry monitor • Implement the new Regional Tourism structure to replace the Goldfields Campaign Committee • Implement a new BRT membership program, with the focus on both 'levy' payers and prospective members from neighbouring regions

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Implement a new communication tool for the tourism industry and related stakeholders • Implement a community based tourism ambassador program for the visiting friends and relatives market • Enhance the business events and conference component of the tourism website • Implement a lobbying and advocacy program with the new Ballarat Regional Tourism Board
9. Implement a service excellence program for the tourism industry					Ballarat Regional Tourism Arts and Culture	<ul style="list-style-type: none"> • Continue implementation of Tourism Victoria's service excellence program and closely align it with the BRT membership program • Develop a research model across all tourism and hallmark events, including research conducted through the VIC on a permanent and ongoing basis • Develop a volunteer recognition program in cooperation with BRT member businesses • Develop new and expanded training for the BRT volunteer team

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Continue implementation of a tourism customer audit (mystery shopper) program • Explore funding opportunities for the location of the future long term site for the Visitor Information Centre (VIC) • Review information dissemination through the VIC in line with visitor needs
10. Improve Ballarat's tourism product competitiveness and sustainable outcomes					Ballarat Regional Tourism Arts and Culture Marketing and Strategic Communications	<ul style="list-style-type: none"> • Explore new tourism opportunities for: <ul style="list-style-type: none"> ○ Her Majesty's Theatre ○ Eureka Centre ○ regional major events • Conduct industry development sessions for the tourism sector • Conduct a product gap analysis to identify tourism investment/infrastructure opportunities • Develop a social media strategy for tourism • Continue implementation of the "History Lives in Ballarat" marketing campaign • Continue to build the conference and convention market for Ballarat

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Improve product linkages to iconic attractions and experiences • Continue to research results for hallmark events, tourism campaigns and tourism partnership programs • Develop product niche opportunities for Ballarat's major tracks and trails
11. Improve tourism coordination, partnerships and community engagement					Ballarat Regional Tourism Marketing and Strategic Communications	<ul style="list-style-type: none"> • Continue to leverage off tourism partnership programs • Undertake trade missions to India and China as part of the Great Southern Touring Route Agreement • Improve communication of outcomes emerging from cooperative marketing activities
12. Develop a progressive and enhanced portfolio of tourism focused events that provide leverage opportunities for Ballarat					Ballarat Regional Tourism	<ul style="list-style-type: none"> • Develop a portfolio of Sports Tourism Events, namely: <ul style="list-style-type: none"> ○ Ballarat Festival of Motoring ○ The Jayco Herald Sun Tour ○ The National Cycling Tourism Conference • Develop a portfolio of Cultural Tourism Events, namely: <ul style="list-style-type: none"> ○ Build an additional photographic event in conjunction with Foto Biennale during the intermediary years of the main event to assist in

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> ○ positioning photography as a key strength of Ballarat ○ Host the National Pipe Band Championships ● Develop a mechanism to attract and encourage key tourism events to Ballarat by: <ul style="list-style-type: none"> ○ developing an event bidding process to attract new events ○ developing an event tracking system to engage and inform stakeholders and industry partners ○ seeking opportunities to maximise the Lake Wendouree precinct by attracting new water and land based events such as rowing, triathlons, bi-athlons and dragon boating ○ attracting new events through complete sports marketing
13. Promote Ballarat as a film friendly region					Ballarat Regional Tourism	<ul style="list-style-type: none"> ● Refine and relaunch the Film Ballarat website ● Redevelop the grouping of the Ballarat regional cluster with Film Victoria ● Undertake research and marketing opportunities to promote Ballarat as a major host for film production

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
14. Implement the Arts and Cultural Framework					Arts and Culture	<ul style="list-style-type: none"> • Implement Year 3 Actions from the Framework including: <ul style="list-style-type: none"> ○ continue to develop and research opportunities for increased participation in arts and cultural activities ○ expand the LEAP program by leveraging LEAP investment against other investment ○ encourage community engagement and participation across the broad community ○ support cultural agencies, networks and community groups to build sustainability and capacity to participate and develop, through association and engagement with the Central Highlands Arts Network ○ build a common calendar of programs, activities, festivals and events through the establishment of the web based Arts Atlas resource ○ continue to build partnerships across agencies and the community

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Establish an Arts and Culture Advisory Group Deliver the Year 3 Public Art program Continue working with the Major Projects Group on establishing the Arts and Culture precinct
15. Integrate Heritage, Arts and Culture with local communities					Arts and Culture	<ul style="list-style-type: none"> Review community arts program and further develop the artist program Implement third year actions of the LEAP program Develop strategy for implementation of Arts and Culture Trails Support further development of the CBD Strategy and in particular the development of the arts precinct and public art program
16. Undertake a redevelopment program of Council owned cultural institutions					Arts and Culture Marketing and Strategic Communications	<ul style="list-style-type: none"> Develop a strategic plan and marketing plan for the Art Gallery of Ballarat Develop a not-for-profit Board structure for Her Majesty's Theatre (HMT) Upgrade the children's trail and develop ancillary trails subject to funding Produce a theatre season program for HMT for 2012

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> • Develop a community exhibition schedule for 2011 • Mount Australian modern masterpieces exhibition from the Art Gallery of New South Wales for 30/9/11 – 27/11/11 • Investigate staging a Cecil Beaton photography exhibition for April – May 2012 • Refine the customer satisfaction research program for Council owned buildings • Develop and implement a community and stakeholder engagement strategy • Promote actively the Council owned institutions • Refresh the cultural institutions' websites and include greater cultural institution content on Council's website
17. Establish the Centre for Australian Democracy at Eureka					Arts and Culture Major Projects Marketing and Strategic Communications	<ul style="list-style-type: none"> • Continue community engagement supporting the development process • Commence construction in the first quarter of 2011/12 and prepare for the new Centre to be opened in June 2012 • Establish a governance structure for the new entity • Develop a web strategy for the Eureka Centre

MANAGING OUR BUSINESS

Strategic Goal

Provide responsive and accessible leadership, advocacy and efficient service delivery within sound financial management and accountable government practices.

Strategic Objectives

1. Governance

- Practise good governance and act with integrity, accountability and transparency in all decision making
- Provide regional leadership and collaboration with other Central Highlands councils
- Provide effective lobbying and advocacy to State and Federal Governments, peak bodies and other authorities.

2. Customer Service

- Deliver Council services with a strong customer service focus
- Maintain a strong community engagement strategy

3. Sustainability

- Establish policies to guide sustainable development within Council
- Implement strategies to move Council to more sustainable energy sources
- Implement strategies to reduce Council's usage of resources, including water
- Ensure Council's exposure to climate change and carbon trading risks is minimised through the implementation and annual review of its Risk Management Policy and Framework

4. Financial

- Provision of Council services and projects are programmed within a sound financial strategy
- Review and enhance financial management and reporting system to enable sound financial advice to the organisation
- Review and maintain an asset management system to improve the maintenance of Council's assets
- Ensure Council's services and operations are consistent with Victorian Government Best Value principles and Competitive Neutrality requirements

5. Organisation Development

- Ensure Council's human resources are appropriately sourced, allocated and managed to develop a positive work culture that delivers Council's directions
- Lead the organisation by building and developing an engaged workforce capable of achieving the Council's strategic priorities
- Position the City of Ballarat as an Employer of Choice to attract and retain quality staff across the organisation
- Develop and implement strategies and policies within industrial relations framework and ensure Council maximises benefits emerging from enterprise bargaining initiatives, legislation and Federal Government employment initiatives
- Ensure that human resource policies and practices provide transparency, honesty and fairness in the management of people.
- Promote learning and growth of individuals, groups and departments that will facilitate change and continuous improvement in the organisation
- That Council will aim to eliminate all preventable work-related injuries and illness through the systematic management of our risks

6. Information Technology

- Ensure information and systems are secure and available for use by the organisation
- Ensure all information and systems are secure to protect Council data
- Ensure Council's Disaster Recovery System minimises the risk to Council's operations and service delivery in the advent of a disaster

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
1. Demonstrate best practice in terms of corporate and democratic governance					Governance and Civic Support	<ul style="list-style-type: none"> Complete a best practice review of all current councillor policies Ensure councillors are informed of changes to the Local Government Act and relevant papers distributed from Local Government Victoria
2. Conduct an annual review and update the Risk Management Framework and the Crisis Management Plan					Governance and Civic Support	<ul style="list-style-type: none"> Continue review and update of Council's risk profile Continue review and update of the Crisis Management Plan Update the Council Risk Register
3. Prepare and implement policies to guide sustainable development within Council					Public Spaces and Environment Development and Infrastructure	Review the Environment Sustainability Strategy
4. Investigate the viability of purchasing "Green Power"					Public Spaces and Environment Finance	Negotiate new electricity contracts to take effect during mid 2011 which will provide options for use of Green Power, subject to financial viability
5. Investigate the use of alternative energy sources in the delivery of services					Public Spaces and Environment Finance	Prepare business cases for renewable energy where appropriate
6. Reduce waste and the consumption of energy and water in the delivery of services					Whole of Council	Implement the Business Excellence Program that encompasses reduction and efficiency in waste, energy, water and resources

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
7. Review the Long Term Financial Strategy					Finance	Continue to formulate the budget in line with Council Plan and Long Term Financial Strategy
8. Implement the Executive Information System					Organisational Services Finance	Consolidate use of the new financial reporting system within the organisation
9. Review and maintain the Asset Management System					Development and Infrastructure	<ul style="list-style-type: none"> • Implement the: <ul style="list-style-type: none"> ○ Asset Management Policy 2011 ○ Asset Management Strategy 2011 ○ Asset Protection Policy 2011 ○ Road Management Plan 2011 • Undertake review and update all asset management plans including undertaking community engagement through the community survey in January 2012 and risk assessments for critical assets • Train asset protection officers to undertake TMP approvals (Road Management Regulations) • Finalise the draft Asset Capitalisation Policy • Develop the Asset Valuation Policy • Develop the Asset Disposal Policy

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Assist in developing the Capital Works Development Policy (Engineering Development Team) Capture street tree data to allow the full development of a system for street tree management Introduce handheld devices for the arborist team Implement the job costing system (Stage 1) Manage the DBYD referral system
10. Review Council services for compliance with Best Value and National Competition guidelines					Whole of Council	Review business units for appropriate compliance
11. Implement a complete Human Resources Information System					Human Resources	<ul style="list-style-type: none"> Design and configure occupational health and safety (OHS), recruitment, and learning and development modules Make payroll and human resources modules operational from 1 July 2011
12. Negotiate Enterprise Agreement No. 5					Human Resources	Continue implementation of the EBA No. 5
13. Implement Council's Staff Development Program					Human Resources	Implement new staff development policies
14. Implement the Councillor Development Program					Governance and Civic Support	<ul style="list-style-type: none"> Provide training and development to councillors on changes to policy and legislation

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
						<ul style="list-style-type: none"> Continue to organise attendance at appropriate training for councillors
15. Implement the Human Resources Strategic Plan					Human Resources	Continue development and implementation of the Human Resources Strategic Plan
16. Develop and implement a Council wide OHS Management and Information System.					OHS and Injury Management	Design and configure the OHS module as part of the Human Resources Information system
17. Ensure security of systems is maintained to protect Council data					Information Services	<ul style="list-style-type: none"> Test internal and external networks including employee access Ensure operational processes are mapped clearly to policies Conduct annual review of contractor access to systems
18. Implement the 2010-2013 Information Communication Technology (ICT) Strategy					Information Services	<ul style="list-style-type: none"> Continue to include action items from ICT Strategy in annual business plan and budget process. Improve information management collaboration
19. Test and review the Disaster Recovery Plan					Information Services	<ul style="list-style-type: none"> Undertake external review of recovery plans Continue to test the Records Disaster Recovery Plan and the Vital Records Plan
20. Deliver effective decision making processes					Governance and Civic Support Finance	Participate in the State Government's Procurement Excellence program for Local Government, resulting in a more strategic approach to procurement

Actions	2009/10	2010/11	2011/12	2012/13	Responsible Division/Business Unit	What we will do in 2011/12
21. Lead the Central Highlands Regional Plan Development					Council and CEO	Implement the Central Highlands Regional Plan in collaboration with other Central Highlands councils
22. Continue strong involvement in Regional Cities Victoria					Mayor and CEO	Attend and participate at Regional Cities' meetings and projects
23. Develop and implement customer service initiatives					Customer Service	<ul style="list-style-type: none"> Revise, adopt and implement customer service charter and customer service standards Implement after hours call handling service for emergency contacts

Strategies underpinning the Action Plans

Growth & Development		People & Communities		Destination & Connections	
Ballarat Planning Scheme Review	■	Community Safety Plan	■	Tourism Strategy	■
Municipal Strategic Statement	■	Municipal Strategic Statement	■	Municipal Strategic Statement	■
Economic Strategy	■	Economic Strategy	■	Economic Strategy	■
Environment Sustainability Strategy	■	Environment Sustainability Strategy	■	Arts and Cultural Framework	■
Health and Wellbeing Plan	■	Health and Wellbeing Plan	■	Health and Wellbeing Plan	■
Road Transport Strategy	■	Cultural Diversity Strategy	■	Communications Strategy	■
Central Highlands Regional Plan	■	Central Highlands Regional Plan	■	Central Highlands Regional Plan	■
Retail and Office Development Strategy	■	Recreation Strategy	■	Retail and Office Development Strategy	■
Open Space Strategy	■	Open Space Strategy	■	Open Space Strategy	■
Tree Management Plan	■	Bicycle Strategy	■	Bicycle Strategy	■
Ballarat West Growth Area Plan	■	Ballarat West Growth Area Plan	■	Ballarat West Growth Area Plan	■
ICT 2030 Strategy	■	Positive Ageing Strategy	■	ICT 2030 Strategy	■
CBD Structure Plan	■	Early Years Plan	■	CBD Structure Plan	■
Industrial Land Use Strategy	■	Youth Strategy	■	Industrial Land Use Strategy	■
		Disability Access Plan	■		

Status of Strategy

Completed

To be reviewed

To be undertaken



Strategic Indicators

In accordance with Section 125 (2c) of the Local Government Act 1989 the following strategic indicators will be used to monitor the implementation of the actions and achievement of the strategic objectives and goals in the Council Plan.

Strategic Indicator	Measure	Target 2011/12
Actions commenced that are listed in the “What we will do in 2011/12” column for each theme	Percentage	100
Actions completed that are listed in the “What we will do in 2011/12” column for each theme	Percentage	90
Community Satisfaction Survey*	Rating for interaction and responsiveness in dealing with the public	72
Community Satisfaction Survey*	Rating for Council’s engagement in decision making on local issues	60
Community Satisfaction Survey*	Rating for advocacy and representation on key local issues	65
Community Satisfaction Survey*	Rating for overall performance generally of the Council	63
Operating Budget	Operating result	Maintain a surplus
Capital Budget	Gross capital expenditure	Minimum \$27 million
Working Capital	Assets to liabilities ratio	Minimum 155%
Debt Management	<ul style="list-style-type: none"> • Debt to revenue ratio • Debt servicing costs to total revenue ratio 	<ul style="list-style-type: none"> • Less than 150% • Less than 10%
Cash Management	Cash levels	Sufficient to not require overdraft facilities

* Local Government Community Satisfaction Survey 2011 undertaken for the Department of Planning and Community Development