



CITY OF BALLARAT  
**COUNCIL PLAN**  
2017 - 2021





# BALLARAT CITY COUNCIL

On 7 November 2016, nine Ballarat City Councillors were sworn into office to serve a four year term.

## THE BALLARAT CITY COUNCIL 2016 - 2020 IS:

**CENTRAL WARD:** Cr Belinda Coates, Cr Mark Harris, Cr Samantha McIntosh

**NORTH WARD:** Cr Amy Johnson, Cr Daniel Moloney, Cr Grant Tillett

**SOUTH WARD:** Cr Des Hudson, Cr Jim Rinaldi, Cr Ben Taylor

Cr Samantha McIntosh was elected as Mayor of Ballarat and Cr Mark Harris elected as Deputy Mayor for the 2016-2017 term.

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## MESSAGE FROM THE MAYOR OF BALLARAT

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The Council Plan 2017-2021 represents a bold and strategic vision for the next four years, featuring a central focus on infrastructure delivery, service provision and job creation.

Underpinned by the Ballarat Strategy which lays out a vision for our City through until 2040, the Plan will guide our annual budget; set our vision, priorities and outcomes; and determine the projects, services, events and other initiatives that will be funded and delivered during this Council's term.

Ballarat City Council is acutely mindful of working in an environment of rate capping and substantial cost shifting, yet have developed a plan that dreams big, while living within our means. We have worked within tight budget parameters to create a plan that is deliverable and achievable. A responsible plan that will leave the next Council well positioned to take this city forward; ideally placed to continue the work we will do to manage growth, build infrastructure, create jobs and deliver services.

In past years, previous councils have wanted to borrow money for marquee projects; this is not the time for that. Our determination is to consolidate the work begun by previous Councils including ongoing big vision projects that respond to population growth and target job creation like the Ballarat West Employment Zone, the emergency services hub at the Ballarat Airport and the redevelopment of the Civic Hall.

Delivery of this plan will be most effectively achieved by working in partnership with our stakeholders, and in collaboration with state and federal governments. This Council plan does not rely on external funding to deliver on its ambitions, however we will continue to actively lobby at both the state and federal levels to secure the capital that will enhance our ability to deliver key projects and initiatives.

As a Council and as an organisation, we will continue to have other 'big' conversations outside this plan, conversations aimed at collaborative partnerships to achieve big picture plans, not just for Ballarat, but also for the region and the state.

At the heart of our plan is the need to create jobs for the people who will come to live here as our population continues to grow. That said, we are determined that growth will be considered so that the integrity of what makes Ballarat unique and special is retained and enhanced.

The Council Plan is not just a vision for the next four years; it's one which will help position Ballarat for decades to come. Following a robust consultation process with stakeholders, residents and the community, the Ballarat City Councillors are pleased to present the final City of Ballarat Council Plan 2017-2021.

**Mayor Cr Samantha McIntosh**

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The Council Plan is a strategic document outlining what the City of Ballarat will do to achieve Council's and the community's vision of Ballarat as a proud city that is bold, vibrant and thriving.

The 2017-2021 plan describes Council's priorities and outcomes for its four-year term and how these will be resourced.

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## WHAT IS THE COUNCIL PLAN?

The Council Plan is underpinned by the Ballarat Strategy, which is a plan for our city until 2040 that outlines the community's vision of a greener, more vibrant and connected Ballarat.

The Council Plan is an important document that drives everything the City of Ballarat does over a four-year period.

It sets the vision, priorities and outcomes for Council's term and lists how progress will be measured.

The plan guides Council's annual budget, which determines the projects, services, events and other initiatives that will be funded and delivered in the upcoming financial year.

Each year, the community has opportunities to have its say on Council's proposed funding.

Council is held accountable for its progress on the Council Plan's outcomes through the City of Ballarat's Annual Report.

Council's delivery of the Council Plan ultimately contributes to the community's vision, highlighted in the Ballarat Strategy.

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As part of the CBD Strategy seek funding for the reinvigotation of retail, commercial and residential properties in the Bakery Hill and Bridge Mall area

## PROSPERITY

1000 public service jobs at the Civic Hall site

Bakery Hill Precinct unlocked and redeveloped

\$300 million invested in the Ballarat West Employment Zone

Working collaboratively with the State and Federal Governments to secure 1000 public sector positions at the site adjacent to the refurbished Civic Hall

Collaborate with State and Federal Government and private industry to realise capital investment and job creation in BWEZ

## BY 2021 WE WILL AIM TO HAVE...

Complete current works program and advocate for the full development of the centre

## LIVEABILITY

Transformed our entire library network into digital learning hubs

Completed the regional Ballarat Sports and Events Centre

Eureka Stadium recognised as a boutique, national sports centre and entertainment precinct

Advocate for state and federal funding to ensure that all our libraries are libraries of the future

Complete current works and advocate for further stages of the Ballarat Major Sports and Events Precinct, including attraction of marquee regional, state and national events

# SUSTAINABILITY

Ballarat known as a Smart City with an innovation hub, growing tech park, smart parking and an integrated waste system

An Aviation Emergency Service Hub operating at the Ballarat Airport

Completed multiple renewable energy projects reducing reliance on the grid and reducing emissions

Completed the Ballarat Link Road to the Glenelg Highway

Advocate to the State and Federal Governments for capital investment

Develop an action plan to strive towards Council's 2025 targets

Apply for the Australian Government's Smart Cities funding to work collaboratively and deliver innovative Smart City projects to improve the liveability, productivity and sustainability of cities and towns

Advocate for state and federal funding of this critical infrastructure

# ACCOUNTABILITY

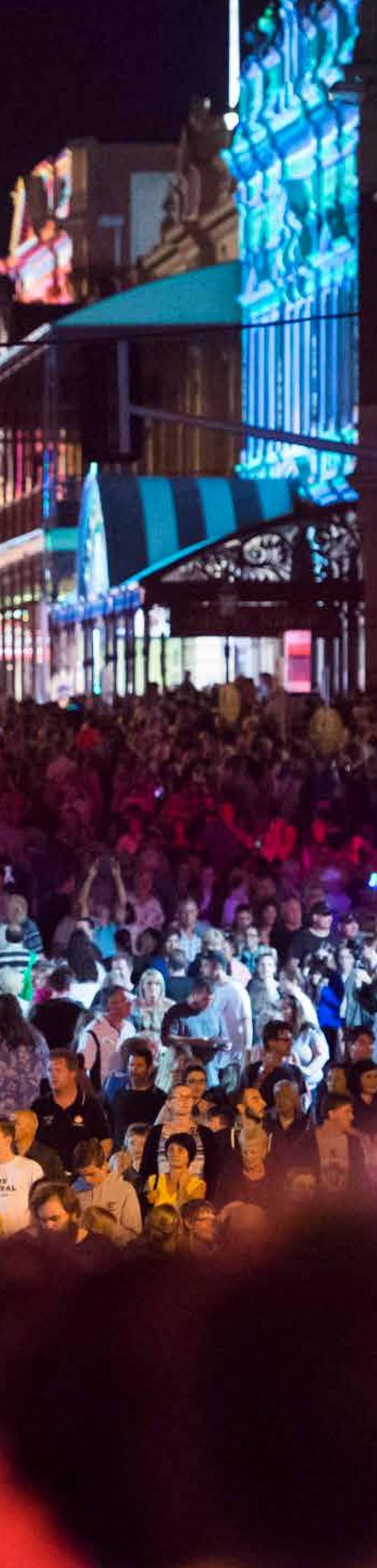
Ballarat known as a regional leader in shared services development and provision

Secured a City Deal for Ballarat

A City Deal is an agreement between the Federal, State and Local Governments together with industry, to develop a collective plan for growth, a coordinated investment plan and a commitment to the actions in the plan

Develop an action plan for the implementation of shared services with regional councils





## OUR VISION

A proud city  
that is bold,  
vibrant and  
thriving.

### WHAT THIS MEANS

**Proud:** Our feeling of achievement, gratification and self-respect; and in turn self-worth. **City:** Our place, our community and our people.

**Bold:** We are a brave, courageous, confident, innovative, imaginative and forward thinking city. **Vibrant:** Our city feels energetic, dynamic, and pulsating with life and activity. We are passionate about our place. **Thriving:** Our city is flourishing, prosperous, progressive, robust, growing and developing.

# OUR MISSION

Working together we create a better future for our city.

## WHAT THIS MEANS

**Work together** – We are a conduit and are acting collaboratively to build strong relationships and alliances with those who support our belief. **Create** – We bring into existence, generate, produce, initiate, develop and shape our city. **Better** – We are continually improving and becoming more desirable. We are smart, one step ahead and exceeding as a city. **Future** – We achieve our vision with a long-term perspective. **City** – Our place, our community and our people.

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# OUR PURPOSE

We believe in making Ballarat a better place for all.

## WHAT THIS MEANS

**Believe** – Our fundamental cause, our reason for being and what matters most. **Making** – We are actively involved; in turn creating a positive and lasting difference for our city. **Ballarat** – Our city, our villages, our townships, our community and our people. **Better** – We are continually improving and becoming more desirable. We are smart, one step ahead and exceeding as a regional city. **Place** – We are proud of our city's beauty, identity, lifestyle and the fact it is a preferred regional destination. **For all** – We are inclusive of everyone who lives, works, invests, studies and visits our city.

# OUR GOALS

## LIVEABILITY

Improve our community's quality of life

## PROSPERITY

Advance our economic position as the capital of Western Victoria

## SUSTAINABILITY

Protect, maintain and enhance our built and natural assets

## ACCOUNTABILITY

Provide strong and decisive leadership, and transparent governance.

# ABOUT THE CITY OF BALLARAT & COUNCIL



## Ballarat or Ballaarat (Historical Spelling)

*'balla' meaning 'elbow' or 'reclining on the elbow' + 'arat' meaning 'place': from two aboriginal words signifying a camping or resting place*

WADAWURRUNG & DJA DJA  
WURRUNG PEOPLE ARE THE  
TRADITIONAL CUSTODIANS  
OF THE LAND

**740**KM<sup>2</sup>

3RD LARGEST CITY IN VICTORIA

**2 Million +**  
TOURISTS EACH YEAR

Ballarat is the regional capital of Western Victoria and one of Australia's fastest growing inland regional cities.

Local government is the third level of democratically-elected government in Australia and operates under the *Local Government Act 1989*, which specifies Council powers, duties and functions.

Ballarat City Council is elected by the community to set the strategic direction and policy of the municipality including the Council Plan, Annual Budget and Annual Report.

Key focus areas include health, planning and building control, business and economic development, waste and environmental management, and human and community services.

The City of Ballarat delivers Council's direction and policy, and is managed by a Chief Executive Officer who is appointed by Council.

The organisation is one of Ballarat's largest employers, with more than 1000 people delivering more than 100 services to the community.

The City of Ballarat is responsible for advising Council; providing resources; complying with statutory and regulatory responsibilities; delivering projects, services, events and other initiatives required under legislation or other levels of government; and implementing Council decisions.

**104,355**

residents in 2016

**\$11.6**  
**BILLION**  
ECONOMY

**38,773**

jobs in  
Ballarat

# KEY POPULATION FACTS & FIGURES

If the municipality of Ballarat were a city of 100 people, there would be:

**48** males

**52** females

**19** people under the age of 15

**66** people between the ages of 15 and 64

**15** people over the age of 64



**1** who identifies as **Aboriginal** or **Torres Strait Islander**

**9** who were **born overseas**

**4** who speak a language other than English at home

**70** who lived in the municipality 5 years ago

**28** who live by **themselves**

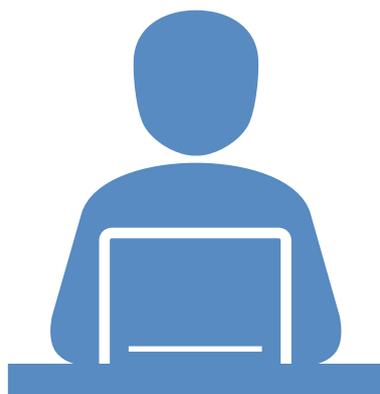
**29** who **rent**

**85** who live in a separate or fully detached house



**3** who are **unemployed** and are looking for work

**41** who **volunteer** at least once per month



**87** who believe their health is **good** to **excellent**



## HOWEVER ...

**61** who are overweight or obese

**15** who are smokers

**10** who sought help for mental health problems in the past year

**56** who **are not** doing sufficient activity to benefit their health

**5** who eat sufficient fruit and vegetables to benefit their health 

**34** who have high blood cholesterol

**32** who have high blood pressure

# ENGAGEMENT

## Process

Preparation for Council Plan 2017-2021 started in late 2016 with early conversations with the community and City of Ballarat employees.

Based on the feedback, Councillors developed their Draft Council Plan 2017-2021 and before preparing the final plan returned to the community and other stakeholders to ask, have we got it right?

Consultation involved an official launch, online and paper-based surveys, and face-to-face workshops.

The input into the draft plan helped Councillors finalise their strategic direction for the next four years and develop Council Plan 2017-2021.

## Observations

Four core goals emerged from the initial conversations.

In addition to these goals the community, City of Ballarat employees and other stakeholders made a series of observations on how they see themselves now and how they see themselves in the future.

The NOW and FUTURE visions may be subtle, but reveal much about the shared aspirations and hope for an even better Ballarat.





WHAT DO  
YOU  
THINK ?

**HAVE YOUR SAY**  
Please write your thoughts on the sticky notes and place them on the wall. We will read them and use them to help us make decisions.

# WHAT WE PLAN TO ACHIEVE

## GOAL: LIVEABILITY

### IMPROVE OUR COMMUNITY'S QUALITY OF LIFE



#### WHAT THIS MEANS:

We will provide inclusive and accessible public spaces; quality services; and opportunities for our community to participate, feel safe and be active and healthy.



#### WE'LL TRACK PROGRESS IN TERMS OF:

- Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area (Source: Australian Bureau of Statistics)



**EMERGENCY  
PLEASE REMAIN CALM  
AND WAIT FOR  
INSTRUCTIONS FROM  
A MEMBER  
OF STAFF**

**NO DIVING**



**All children  
under the age of 10  
MUST be actively  
supervised by an  
adult over the age of  
16 at all times**



## COUNCIL'S FOUR-YEAR OUTCOMES:



### WHAT WE'LL AIM FOR:

- A welcoming, inclusive, active and socially-connected city for all ages and abilities
- Healthy cultural life and creative expression through multi-arts, culture and heritage
- Well-used public spaces for living, learning and social engagement
- Public sports and recreation facilities to increase passive and active community participation
- Safe and accessible community spaces and facilities
- A community of respect and equality



### WE'LL TRACK PROGRESS IN TERMS OF:

- Health and wellbeing outcomes from the Health and Wellbeing Plan





### WHAT WE'LL DO:

- Strengthen our city by making Ballarat a people and all age friendly city via improved access, participation inclusion and respect based projects and programs.
- Increase community participation through the implementation of the Social Infrastructure Program including projects at:
  - *Ballarat North Community Hub*
  - *Brown Hill Community Hall*
  - *Sebastopol Community Hub*
  - *Miners Rest Community and Sports Facility*
  - *Lucas Community Hub*
  - *Girrabanya Integrated Community Hub projects*
- Use community partnerships to create healthy and safe community places, and open spaces for passive recreation including:
  - *A district level park and inclusive play space at MR Power Park in Sebastopol*
  - *An open space physical activity hub at Mount Pleasant Reserve*
  - *A health and wellbeing precinct at the Wendouree Recreation Reserve*
- Develop the social capacity of our senior residents by:
  - *Building the self-confidence and independence of residents with complex needs (such as dementia) and their carers*
  - *Developing supported social connections programs which encourage residents to be involved*
  - *Partnering with external Older Person Program providers to ensure a pathway to sustained access for our senior residents*
  - *Working with internal and external partners to ensure infrastructure accessibility at all places and spaces*
  - *Providing civic leadership to support senior residents to take advantage of opportunities*
  - *Helping our residents access their needs via the My Aged Care system*
- Develop a learning city by delivering targeted programs and projects including:
  - *Construction of the Sebastopol Library and Community Hub*
  - *Development of the Library Community Hub of the Future in the Ballarat CBD*
  - *Preparation of a feasibility study for the Wendouree Library and Community Hub*
  - *Participation in the Intercultural Cities program*
  - *Bridging the digital divide*
  - *Youth Entrepreneur programs*
- Improve community safety through initiatives such as urban design, public awareness and projects such as CCTV
- Create a new Municipal Health and Wellbeing Plan and implement key actions including:
  - *Develop a regional health charter in partnership with other local LGAs*
  - *Create a Social Policy Framework that articulates Council's position on key social issues (alcohol, gaming and affordable housing)*
  - *Implement a Council Food Policy.*
- Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets such as:
  - *Completion and programming of Eureka Stadium*
  - *City Oval redevelopment*
  - *Eastern Oval Stage 2 redevelopment*
  - *Ballarat Sports and Events Centre completion*
  - *White Flat Recreation Reserve Master Plan and developing the reserve as Ballarat's home of women's football*
  - *Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade*
- Plan for future growth including:
  - *Delivering sport and active living outcomes in Ballarat West*

- Plan for sport participation over coming decades by reviewing the following strategies:
  - *Ballarat Recreation and Active Living Strategy*
  - *Active Women's and Girls Strategy*
  - *Play Space Strategy*
  - *Ballarat Regional Tennis Strategy*
  - *Ballarat Criterion Cycling Project*
  - *Protect, recognise and promote indigenous culture, heritage and place*
  - *Create opportunities for young people to participate in decision making*
- Provide positive leadership to promote Ballarat as a Child Friendly City
  - *Commitment to seek input from children in the decisions that will impact them as future citizens*
  - *Providing high quality information to assist families to access services and support within their local community*
- Follow a primary prevention approach to prevent violence against women and children as outlined in the Communities of Respect and Equality 2016-2020 plan, of which Council is a signatory
- Develop the capacity of our youth through a Positive Youth Development model by providing;
  - *Learning and development approaches that are effective in achieving successful outcomes for young people.*
  - *An inclusive ethos where leadership and decision making practices engage young people and is valued, respected and used to contribute to building a better Ballarat.*
  - *Volunteering opportunities to engage young people to learn and contribute to our community*
  - *Partnerships and social networks that connect youth to community planning, programs and initiatives.*
  - *Ethical promotion of youth through positive images, role models and stories about young people to the community*

## COUNCIL'S FOUR-YEAR PRIORITIES:



### WE'LL TRACK PROGRESS IN TERMS OF:

- Achieving a 10% increase in the number of recreation groups and members using the City of Ballarat's recreational reserves
- Achieving a 10% increase in attendance at aquatic facilities
- An increase in the level of adult perceptions of safety
- Increasing accessibility to support by helping residents access Older Person National Pathways to Services
- A 10% increase in community engagement by our older residents
- An increase in consultation with children

## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### STRATEGIES/PLANS:

- Municipal Public Health and Wellbeing Plan 2017-2021
- Municipal Early Years Plan 2015-2018
- Positive Ageing Framework 2015-2018
- Cultural Diversity Strategy 2016-2020
- Youth Development Framework 2016-2021
- Recreation Strategy 2014
- Aquatics Strategy 2014
- Active Women and Girls Strategy
- Library Services Strategy 2012-2017
- Playspace Strategy
- Municipal Emergency Management Plan 2014-2016
- Library Services Strategy 2012-2017
- Disability Access and Inclusion Plan 2015-2017
- Reconciliation Action Plan 2014-2017
- Community Safety Action Plan 2014-2017
- Ballarat Bowls Strategy 2015
- Reconciliation Action Plan

## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### CITY OF BALLARAT SERVICE AREAS:

- Library Community Hubs, Cultural Diversity and Youth Development
- Family and Children's Services
- Active Ageing and Inclusion
- Community Engagement
- Sport and Active Living including regional facilities such as the Ballarat Regional Soccer Facility, Ballarat Sports and Events Centre, and the Ballarat Aquatic and Lifestyle Centre



### THE CITY OF BALLARAT:

- Operates three libraries in Ballarat CBD, Sebastopol and Wendouree as well as outreach services for more than 1200 patrons daily
- Operates recreational facilities including more than 100 sporting grounds and reserves for active and passive play
- Supports Ballarat residents from more than 80 different countries to promote cultural diversity and harmony
- Operates and maintains 4 outdoor pools and 3 outdoor water play facilities
- Operates the Ballarat Aquatic and Lifestyle Centre for more than 550,000 visitors annually
- Helps more than 3500 older residents remain living in their own homes through services including Meals on Wheels and Social Connectedness
- Delivers more than 100,000 Meals on Wheels annually
- Provides maternal health services to more than 1300 newborns each year
- Vaccinates more than 5000 school children annually
- Supports 3200 older residents and 300 younger residents to remain living safely and as independently as possible through a suite of in-home and community connections programs.
- Manages emergencies and builds resilient communities through preparedness initiatives
- Is a proud signatory of the Victorian Child Friendly Cities and Communities Charter and convenes the Child Friendly Ballarat Advisory Group
- Supports young people through a Positive Youth Development model
- Respectfully acknowledges the Wadawurrung and Dja Dja Wurrung people as the traditional custodians of the land on which we live.
- Is home to people from many Aboriginal and Torres Strait Islander clans throughout Australia.
- Has a very strong Aboriginal history and a very strong and active community today.



# GOAL: PROSPERITY

ADVANCE OUR ECONOMIC POSITION AS THE CAPITAL OF WESTERN VICTORIA



## WHAT THIS MEANS:

We will deliver activities and projects that are worthy of our position as the capital of Western Victoria, and will capitalise on this leadership to drive jobs and investment across the region.



## WE'LL TRACK PROGRESS IN TERMS OF:

- Gross Regional Product (GRP) shows positive growth that matches or exceeds growth across the state economy (Source: REMplan annual economic report)





## COUNCIL'S FOUR-YEAR OUTCOMES:



### WHAT WE'LL AIM FOR:

- A revitalised Ballarat CBD and thriving neighbourhood centres
- Planned population growth in line with the Ballarat Strategy
- Increased domestic and international investment and visitation
- A vibrant city that engenders community pride
- Ballarat as a regional leader in innovation, research and creative industry projects



### WE'LL TRACK PROGRESS IN TERMS OF:

- Annual City of Ballarat Customer Satisfaction Survey results
- Positive community and business feedback
- Improvement in planning permit key performance indicators



## COUNCIL'S FOUR-YEAR PRIORITIES:



### WHAT WE'LL DO:

- Be open for business in all areas of our operations
- Complete Civic Hall Hub Precinct redevelopment
- Market the unique character and identity of Ballarat to drive investment
- Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs
- Generate CBD jobs by:
  - *Advocating for 1000 jobs at the Civic Hall Precinct*
  - *Developing and implementing a Bakery Hill Master Plan and renewing key sites*
  - *Advocating for the Ballarat Station Precinct development and Lydiard Street bus interchange*
  - *Developing and implementing an Arts Precinct Master Plan*
- Develop and implement an Events, Arts and Culture Strategy (including film) and facilitate new regional and state significant events and festivals
- Implement headline actions from the Ballarat Strategy including:
  - *Urban Forest Strategy*
  - *Growth Front Plan*
  - *10 Minute City (Cycling Action Plan)*
  - *Lake Wendouree Master Plan including lighting around the lake*
- Complete township plans for Miners Rest, Buninyong and Warrenheip
- Advance major projects including:
  - *Ballarat West Employment Zone future stages*
  - *Ballarat Freight Hub*
  - *Ballarat Innovation Centre*
  - *Waste to Energy Facility*
  - *Ballarat Aviation Emergency Service Hub*
  - *Latrobe Street renewal (current Ballarat Saleyards site)*
  - *Her Majesty's Theatre redevelopment*
  - *Ballarat Fernery redevelopment*
  - *Victoria Park Masterplan*
- Strengthen global partnerships and cultural relationships to create investment and job opportunities
- Adopt and deliver the Heritage Plan using the Historic Urban Landscape (HUL) approach including verandah restoration, A-Hall restoration and upper level reuse projects
- Apply for an integrated funding model through the Federal Government's City Deals and Smart Cities programs
- Develop Ballarat as a leader in adaptive businesses capability, innovative manufacturing, arts and tourism
- Develop Ballarat as a leader in digital transformation and ICT



### WE'LL TRACK PROGRESS IN TERMS OF:

- Meeting timelines, budget and quality measures
- 100% delivery of programmed major and community events within Ballarat

## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### STRATEGIES/PLANS:

- Ballarat Strategy 2015
- Ballarat CBD Strategy 2010
- City of Ballarat Economic Program 2015-2019
- Art Gallery of Ballarat Strategic Plan 2014-18
- Ballarat Airport Master Plan 2013-33
- Civic Hall Master Plan 2016
- Ballarat West Employment Zone Master Plan 2012
- Live Music Strategy 2016-2021



## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### CITY OF BALLARAT SERVICE AREAS:

- Events, Arts and Tourism
- Economic Development and Planning
- Marketing
- Growth Strategy, Urban Renewal and Design
- Arts and Cultural activities and institutions such as MADE, Art Gallery of Ballarat and Her Majesty's Theatre



### THE CITY OF BALLARAT:

- Attracts investment and jobs to Ballarat from targeted industries and supports local businesses
- Advocates for services and infrastructure, and delivers major projects to cement Ballarat's position as the capital of Western Victoria
- Processes more than 1300 planning permits annually to ensure Ballarat grows in a planned and sustainable way, and delivers significant economic benefits
- Provides heritage services to support residents and businesses to protect and maximise the value of our diverse heritage assets
- Manages, supports and sponsors more than 130 annual events including the Cycling Australia Road National Championships, White Night Ballarat, Begonia Festival, Harmony Fest, Winterlude, Summer Sundays, Backyard Tasters, Heritage Weekend, Australia Day, Children's Week, Seniors' Festival and Royal South Street Competitions
- Attracts more than 250,000 people annually to its events
- Manages 11 key cultural assets including the Art Gallery of Ballarat, Her Majesty's Theatre, Backspace Gallery and Unicorn Lane
- Attracts more than 200,000 visitors annually to the Art Gallery of Ballarat
- Oversees 300 performances at Her Majesty's Theatre to more than 65,000 patrons annually
- Attracts more than 2 million visitors per year



# GOAL: SUSTAINABILITY

## PROTECT, MAINTAIN AND ENHANCE OUR BUILT AND NATURAL ASSETS

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### WHAT THIS MEANS:

We will plan for growth to ensure our community's infrastructure and natural environment are protected and improved, and our city's connectivity is sustainably enhanced.



### WE'LL TRACK PROGRESS IN TERMS OF:

- Communities able to demonstrate increased resilience, awareness of risk and active participation in preventative planning as defined in the National Disaster Resilience Framework (Source: Australian Emergency Management Institute reports produced annually)
  - Reduction in waste sent to landfill per capita greater than the state average (Source: Sustainability Victoria Annual Reports [www.sustainability.vic.gov.au](http://www.sustainability.vic.gov.au))
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## COUNCIL'S FOUR-YEAR **OUTCOMES:**



### WHAT WE'LL AIM FOR:

- Support current and future growth in a structured way
- A built environment that is reflective of the community's needs and aspirations, and respects our heritage
- Improved natural environment, ecosystems and biodiversity
- Sustainable waste management, transport and connectivity
- Reduced environmental impact and cost to operate community facilities
- Ensuring people and goods can move efficiently within the municipality



### WE'LL TRACK PROGRESS IN TERMS OF:

- Annual City of Ballarat Customer Satisfaction Survey
- 95% of annual Infrastructure and Environment Capital Delivery Program completed
- Progress towards the 2025 targets of carbon neutrality and 100% renewables



## COUNCIL'S FOUR-YEAR PRIORITIES:



### WHAT WE'LL DO:

- Complete and deliver the Ballarat Integrated Transport Action Plan
- Complete the Ballarat Link Road to the Glenelg Highway
- Deliver enhanced flood protection for Ballarat
- Deliver headline actions from the Ballarat Strategy including:
  - *Integrated waste management*
  - *Waste to energy project*
  - *Ballarat Integrated Water Management Plan*
  - *Renewable Energy Action Plan initiatives*
  - *Beautification of entrances and boulevards*
- Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders:
  - *Central Victorian Greenhouse Alliance Action Group*
  - *Catchment management and landcare groups*
  - *Clean Ballarat*
  - *Regional Sustainability Alliance Ballarat*
- Develop and implement climate change adaptation initiatives with targets for emissions reductions
- Develop a state-of-the-art animal pound for Ballarat and the region
- Increase the level of government funding for maintaining core assets such as roads, bridges and drainage
- Facilitate a sustainable outcome for the relocation of the Ballarat Agricultural and Pastoral Society
- Develop a waterway enhancement program in conjunction with catchment management and water authorities
- Advocate for improvements and investment in sustainable transport including rail and electric vehicles



### WE'LL TRACK PROGRESS IN TERMS OF:

- Meeting timelines, budget and quality measures



## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### STRATEGIES/PLANS:

- Ballarat Strategy 2015
- Ballarat Planning Scheme
- Infrastructure Design Manual for Regional Victoria
- Alfredton West Precinct Structure Plan 2011
- Ballarat West Precinct Structure Plan 2012
- Ballarat West Developer Contribution Plan 2014
- Council Road Hierarchy 2006
- Road Management Plan 2017 (draft) / 2013
- Ballarat Transport Strategy 2007
- Ballarat Open Space Strategy 2008
- Botanical Gardens Master Plan 1995 and Visionary Plan 2014
- Domestic Wastewater Management Plan 2013
- CBD Car Parking Action Plan 2016
- Victoria Park Master Plan 2015
- Black Hill Master Plan 2014
- Ballarat City Council Local Laws
- Domestic Animal Management Plan 2017
- Ballarat Cycling Action Plan 2017-2025



## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### CITY OF BALLARAT SERVICE AREAS:

- Local Laws and Parking Enforcement
- Environmental Health Services
- Building Services
- Facilities Maintenance and Property Services
- Road Maintenance
- Waste Management
- Environmental Services
- Parks and Gardens
- Engineering Services
- Capital Works Delivery
- Traffic and Transport Planning
- Subdivision Works Management
- Drainage and Flood Mitigation
- Ballarat West Development Facilitation



### THE CITY OF BALLARAT MANAGES:

- More than 1000 kilometres of sealed road
- More than 350 kilometres of unsealed roads
- 139 kilometres of bluestone kerb and channel
- 980 kilometres of kerb and channel
- 224 bridges and major culverts
- 713 kilometres of footpath
- Drainage: 537 kilometres of pipes and 14,311 pits
- More than 600 buildings
- 39 community centres and 40 community club rooms
- 59 public toilets
- 18,000 registered animals
- Assets including street lighting, street and park furniture and CCTV cameras
- 80,000 street trees
- 50 kilometres of native roadside reserves
- 2000 hectares of parks and gardens
- Yarrowee River waterway and trails
- Canadian Tributaries; and Specimen Vale, Gnarr, Bonshaw and Winter creeks
- Lakes Wendouree, Burrumbeet, Learmonth and Esmond
- Pauls, Mullawallah and Redan wetlands
- And inspects 650 registered food premises



# GOAL: ACCOUNTABILITY

PROVIDE STRONG AND DECISIVE LEADERSHIP, AND TRANSPARENT GOVERNANCE

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## WHAT THIS MEANS:

We will provide open and transparent decision making, and lobby and improve our relationships with all levels of government to enhance our ability to deliver key projects and initiatives.



## WE'LL TRACK PROGRESS IN TERMS OF:

- Lobbying benefits to Ballarat
  - An increase in community satisfaction in relation to engagement
  - Improvements to Council's financial sustainability ranking compared to regional city councils in Victoria (Source: Victorian Auditor General - Local Government Audit results produced annually and tabled in State Parliament)
  - Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction Program)
-



## COUNCIL'S FOUR-YEAR **OUTCOMES:**



### WHAT WE'LL AIM FOR:

- Strong regional partnerships
- Transparent governance
- Engaged and informed community and stakeholder groups
- Reduced government regulation
- A financially sound organisation
- A strong focus on innovation
- Increased public disclosure



### WE'LL TRACK PROGRESS IN TERMS OF:

- Improved Customer Satisfaction Survey results in the City of Ballarat's overall performance
- Improved Customer Satisfaction Survey results in Customer Service
- Number of grants received
- Number of lobbying activities annually



## COUNCIL'S FOUR-YEAR PRIORITIES:



### WHAT WE'LL DO:

- Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria
- Provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city
- Ensure the City of Ballarat remains financially responsible and Council delivers transparent governance by making fewer decisions in camera
- Engage and communicate with our community and other stakeholders
- Reduce unnecessary regulations and advocate for the removal of regulatory burdens from other tiers of government
- Continue to roll-out the Engaging Communities Program
- Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders
- Improve Customer Service by promoting a culture of customer service excellence within the City of Ballarat
- Investigate and deliver shared local government services within the region
- Review business operations to drive financial and service improvements
- Address gender equity and inclusion in all Council plans and strategies



### WE'LL TRACK PROGRESS IN TERMS OF:

- Number of opportunities for the community to engage with the City of Ballarat and Council annually
- Annual improvement of lobbying strategies for key projects
- Annual customer satisfaction survey completed by Council

## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### STRATEGIES/PLANS:

- City of Ballarat Budget 2016/17
- City of Ballarat Council Plan 2013-17
- City of Ballarat Long Term Financial Strategy 2013
- Local Government Act
- City of Ballarat Strategic Resource Plan 2016/17
- Digital Services Strategy 2016/2020
- Smart City and Innovation Strategy



## STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL:



### CITY OF BALLARAT SERVICE AREAS:

- Compliance and Risk
- Community Development
- Finance
- Human Resources and organisational development
- Communications and Marketing
- Information Technology
- Customer Service
- Civic Support
- Digital Transformation
- Policy and Innovation



### THE CITY OF BALLARAT:

- Receives 100,000 calls through Customer Service annually
- Processes 35,000 Customer Service requests annually
- Convenes no less than 21 Council meetings annually
- Provides Councillor representation on more than 20 groups and organisations, 30 advisory committees and 8 special committees of Council
- Responds to more than 40 freedom of information requests annually
- Manages an annual budget of more than \$200 million
- Manages media relations, branding, marketing campaigns and online communication strategies with the industry and public including:
  - 300 speeches,
  - 250 publications/brochures/flyers,
  - 1000 signs/banners/flags,
  - 200 newspaper/magazine adverts,
  - 200 media briefing papers,
  - 300 media releases and
  - 1000 media enquiries annually.

And:

- At least 14 websites
- A publication distribution network of 55,000 homes and businesses
- More than 22,000 annual visitors to the City of Ballarat myTownHall website
- A combined social media following of 40,000









@BallaratCityCouncil



@cityofballarat



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