

## Dowling Forest Precinct Equine Industry

The Dowling Forest Precinct is the home of thoroughbred training within the Ballarat region, and the economic and business growth opportunities linked with the growth of the equine industry in Miners Rest are extremely important to the future of the town.

Ballarat is one of five training centres that have 'Tier 1' status in Victoria and one of three in regional Victoria, along with Cranbourne and Mornington. Horse training facilities exceed other public training centres in Victoria, which has resulted in a rapid expansion in the number of horses trained at Miners Rest in recent years.

Racing Victoria has identified Miners Rest as a key training centre for growth and expansion in the future.

Council recognises the importance of the equine industry to Miners Rest and Ballarat more broadly, and has sought to support and protect it within the Dowling Forest Precinct. This has involved Council introducing site specific planning controls, including the application of the Special Use Zone (SUZ) to the Dowling Forest Racecourse Reserve (and surrounding land along Kennedys Road), and introduced further modifications to the Farming Zone (FZ).

Council has applied strong land use controls to protect and encourage horse training in the Dowling Forest Precinct is critical to securing the future of the horse racing industry in Ballarat, where it has been estimated that the economic benefit of thoroughbred racing in the region would be in the order of \$60 million.



*Dowling Forest Precinct*

## Ballarat Airport

Although not located within the study area, Ballarat Airport is located immediately to the south of Miners Rest and is considered to be an infrastructure asset of regional significance. While the Airport does not provide for commercial passengers, it currently serves a role for training purposes as well as functioning as a hub for regional emergency services.

Noting its regional role, it is important to ensure its long-term viability and potential future expansion is not compromised by incompatible land use and development on surrounding land, such as sensitive residential uses.

Currently an airport related planning overlay applies to land surrounding the Airport, which indicates potential for aircraft noise. Refer to Figure 4 - Overlay Map. The broad role and purpose of the overlay is to identify land subject to elevated levels of aircraft noise and to ensure land use and development are compatible with airport operations; in addition to limiting people residing in the area likely to be subject to significant levels of aircraft noise. This overlay currently extends into the Miners Rest study area and particularly over parts of Macarthur Park and a small section of land south of Cummins Road.

Should the operations of the Airport be expanded in future the area of land within Miners Rest subject to aircraft noise could potentially be increased. Such potential impacts are important considerations in future land use decisions.



*Ballarat Airport located immediately to the south/ south west of Miners Rest*



Miners Rest Community Park & Miners Rest Soldiers Memorial

## Initial Community Consultation

Community consultation was undertaken at the commencement of the project. This included a community workshop/ drop in session held between 4pm to 7pm, Tuesday 21st March, 2017 at the Miners Rest Primary School (10 Dundas Street, Miners Rest). In addition a community survey/ questionnaire was circulated to all Miners Rest residents.

In order to guide input into the consultation process, three questions were posed to the Miners Rest community, which included:

- *What do you love about Miners Rest?*
- *What do you imagine for Miners Rest?*
- *What do you want to retain in Miners Rest?*

Following the completion of the consultation process, a 'What You Said?' summary report was prepared to document the range of commentary, and provide a detailed summary and analysis of written submissions and verbal commentary received.

### The 'What You Said?' Report

The 'What You Said?' Report provides a documented summary of received feedback.

The top responses to the three key questions included:

#### Love:

- *The country atmosphere and local environment of the town, with it being quiet and peaceful.*
- *The sense of community spirit, with diverse age groups, from young families to retirees.*
- *Close proximity to Ballarat but still feels like a country town.*
- *Being family-orientated and a positive place to raise children, as it is a relaxed, safe and has a caring community.*
- *The open rural landscapes and wider views to Mount Rowan and towards the Pyrenees.*
- *The pub, supermarket, corner store and post office as positive town assets.*
- *Miners Rest provides country living with city access and being a 'satellite' community to Ballarat with no industry or commercialisation.*

#### Imagine:

- *Provision of more retail shops, cafés, chemist, doctors' surgery etc.*
- *Provision of a sporting hub including sports ovals, netball courts, bowling club, leisure centre, gym, swimming pool/ waterpark, café etc.*
- *Provision of improved park facilities including, paths and play equipment (swings, slides, toilet blocks, BBQ equipment, drinking taps etc.).*
- *Development of more walking and bike tracks to connect different parts of the town, as well as Ballarat and the surrounding region (including from MacArthur Park into Miners Rest, and open Nelson Street past the quarry to connect to the school).*
- *Implementation of better traffic management within and surrounding the town, including more formalised roads.*
- *Provision of a true town centre/ village centre to provide a focal point for the town.*

#### Retain:

- *The rural nature, community focus and small town feel*
- *The friendly, safe and thriving country feel.*
- *Parklands and open spaces.*
- *Large blocks, avoiding high-density housing.*
- *Existing commercial facilities.*

## Draft Vision & Objectives

The 'What You Said' Report also included a Draft Vision and Draft Key Objectives for the Miner's Rest Township Plan.

The Draft Vision and Draft Key Objectives have been used to inform this Issues and Opportunities Report.

The Draft Vision and Draft Key Objectives nominated in the 'What You Said' Report are quoted below.

### Draft Vision

*In 2040 Miners Rest will be:*

- *A family orientated rural township with a friendly and inclusive community spirit.*
- *A compact and contained township functioning as a separate 'satellite' settlement to Ballarat.*
- *A township character which is positively influenced by location within a broader open rural landscape.*
- *A township with ample commercial uses and activities serving the day to day needs of the local community.*
- *A vibrant, inviting, attractive and clean township with well-designed, tree-lined streetscapes and pedestrian/ cycle connections linking all major community hubs (incl. primary school, community hall/s, recreation reserves, sports ovals etc.).*
- *A township recognised and celebrated for its significant equestrian industry.*
- *A township with ample public transport options and safely managed vehicle traffic.*

### Draft Objectives

- *To explore opportunities for the potential growth of the township without compromising its compact rural township character within a wider landscape setting.*
- *To protect and enhance the established format of existing housing stock, which predominantly consists of single detached dwellings on larger landscaped allotments.*
- *To explore opportunities for the provision of a more diverse range housing types to suit lifestyle choices and assist aging in place.*
- *To manage and appropriately respond to the impact of flooding throughout Miners Rest.*
- *To develop a township heart through the definition and strengthening of the commercial/ retail role, including provision of clear urban and built form guidance for future development.*
- *To encourage new forms of residential and commercial development on vacant land Mixed Use Zone land.*
- *To facilitate new and appropriately located sporting, recreational and community infrastructure to benefit the overall township.*
- *To improve pedestrian and cyclist mobility and infrastructure throughout the township, including links to commercial and community activity nodes.*
- *To support and promote the continuation and expansion of the equestrian industry and supporting business activities.*
- *To minimise pedestrian and vehicular conflict zones, including within the streets surrounding the primary school.*
- *To improve street amenity through planned targeted streetscape planting.*



Miners Rest IGA Supermarket



Miners Rest Primary School



Miners Rest CFA



Miners Rest Kindergarten



Existing bus stop: Howe Street



Miners Rest Quarry - facing north



Miners Rest General Store



Miners Rest Tavern



Miners Rest Community Hall



Commercial Development: west side of Howe Street

## Key Themes & Directions

Following the documented background analysis and initial community consultation, three key themes and directions for the Miners Rest Township Plan have been identified as follows:

- Theme 1: Celebrate Miners Rest Historic and Natural assets
- Theme 2: Establish a Connected and Unified Township and Community
- Theme 3: Facilitate Township Growth and Prosperity

These three key themes have been used to frame a range of identified issues and opportunities which will form the basis of community consultation on the potential directions of the Miners Rest Township Plan.

An elaboration of identified issues and opportunities under each of these three key themes and directions is provided below, with a series of maps for each theme providing a visual and spatial representation.



*Open landscape views surrounding Miners Rest - view to the west*



*Open landscape views surrounding Miners Rest - view to the north*

## 1 Celebrate Miners Rest's Natural and Cultural Heritage Assets

Miners Rest is a historic township set in rural/ semi-rural landscape and contains a range of cultural heritage, natural, parkland and landscape assets. Issues and opportunities relating to these assets are addressed below:

### Cultural Heritage Assets

Miners Rest has a rich history and heritage which is part of the story of the Township. The area of Miners Rest was formerly the country of the Wadawurrung community. The Burrumbeet Creek and other water bodies were important to this community as a source of food, water and shelter. Following European settlement, Miners Rest was established as a convenient mid-point stop between the goldfields of Ballarat and Clunes.

### Issues

- Many of the original historic buildings within Miners Rest have been demolished.
- 'Sites of potential heritage significance' as identified through the City of Ballarat's Heritage Gaps Master Plan currently have no formal heritage acknowledgement or protection.
- Lack of publicly available information on the Aboriginal history and knowledge of the region.

### Opportunities

- Acknowledge and celebrate Miners Rest's heritage through the full implementation of the Miners Rest Heritage Trail project (a current project of the City of Ballarat).
- Conduct historical investigation to better understand the development of Miners Rest.
- Undertake heritage assessments of 'sites of potential heritage significance' to determine if formal heritage protection is warranted.
- Consider expanding the Miners Rest Heritage Trail project, including identification of an access path network.

### Questions for Consideration & Discussion

- Should the Miners Rest Heritage Trail project be expanded?
- How could the Aboriginal history of the area be better acknowledged and celebrated within Miners Rest?
- Does the community want to be involved in promoting the Township's history? How?

### Natural Assets: Burrumbeet Creek and Wetlands

Burrumbeet Creek and its tributaries form a natural feature which meanders through the Town. However due to emergent landscape and development patterns, many parts of the Creek are 'hidden' from public view and lack public access. Burrumbeet Creek is also the source of localised flooding impacts (flooding impacts are discussed further under Theme 2).

The Creek itself, although a significant landscape feature, has been assessed as being in poor condition, with little natural habitat, limited species variation and degraded riverside vegetation. It has been identified that the Creek faces a number of environmental threats including algal blooms, direct livestock access (causing bank erosion and contamination), manmade barriers, carp and introduced predator fish. The Creek does support a number of species of plants and animals, including wetland birds and native and exotic fish species. The Creek has been identified as potential habitat for the endangered Growling Grass Frog, although its presence is unlikely due to the Creek's current poor condition and ongoing use to accommodate stormwater flows.

The Miners Rest Wetland is a shallow fresh water marsh of the type that would have been common in Miners Rest and surrounding areas, providing habitat for significant plant and animal species. It has previously been identified that the Wetland has suffered from a lack of inflow as a result of increasingly dry weather periods. Whilst constructed, the Macarthur Park Wetland has the potential to make a positive contribution to the biodiversity and environmental health of the creek.

**Issues**

- Lack of public access and connection to Burrumbeet Creek.
- Localised flooding caused by Burrumbeet Creek, with major impacts being caused in the northern sections of the Township.
- Lack of awareness, support and protection of the environmental values of Burrumbeet Creek.

**Opportunities**

- Increase exposure of and public access to Burrumbeet Creek.
- Improve the biodiversity values and protection of environmental assets of Burrumbeet Creek through conservation efforts and improved land management practices.
- Reduce flooding impacts within the Township.

**Questions for Consideration & Discussion**

- How could access to Burrumbeet Creek be improved and what should it look like?
- How could environmental values of the Creek be improved and protected?

**Natural Assets: Parkland**

Miners Rest has benefit of a number of parkland/ natural assets including the Miners Rest Community Park, as well as the wetland areas discussed above. These form part of a larger network of 'active', and 'passive' and conservation public open space within Miners Rest, providing important opportunities for residents to socialise and recreate.

**Issues**

- Lack of pedestrian/ bike paths to connect public open space areas.
- Strong community desire for a regional sports facility.

**Opportunities**

- Improve connections between parkland areas.
- Continue to develop and improve facilities in open space.

**Questions for Consideration & Discussion**

- How could public open spaces areas be better connected?
- How can existing open spaces continue to improved?

### Natural Assets: Agricultural Land Use/ Rural Landscapes

The township of Miners Rest is set within a wider rural landscape which includes a range of productive agricultural/ farming land uses. Mount Rowan and the Blowhard Hills also provide for a visually impressive backdrop and iconic landscape setting. Many of these open views are available at the edges of the town, however there are some particularly significant open landscape views to the west and north-west available along Howe Street (i.e. north of Cummins Road). There are existing tensions between agricultural uses and 'rural lifestyle' properties, with some landowners advocating to rezone and subdivide farming land for smaller 'rural lifestyle' blocks. A typical argument in favour of subdivision is that the land cannot be viably used for farming or agricultural activities, however equally land parcels could also be consolidated to allow for agricultural use.

### Issues

- Impacts of hobby farms and 'rural lifestyle' lots on existing agricultural and farming activity.
- Pressure for the rezoning and further subdivision of smaller land parcels in the Farming Zone (FZ) for 'rural lifestyle' use.
- Potential for future development to impact upon key rural/ landscape views within and surrounding Miners Rest.

### Opportunities

- Protect valuable productive land and ongoing viability of agricultural activity.
- Establish guidelines to manage pressure for rezoning and subdivision in the Farming Zone (FZ).
- Acknowledge, maintain, protect and frame key rural landscape views.

### Questions for Consideration & Discussion

- Are there areas of agricultural land not suitable for farming? How might this land be used?
- What are the key rural/ landscape views within Miners Rest which should be acknowledged/ protected?

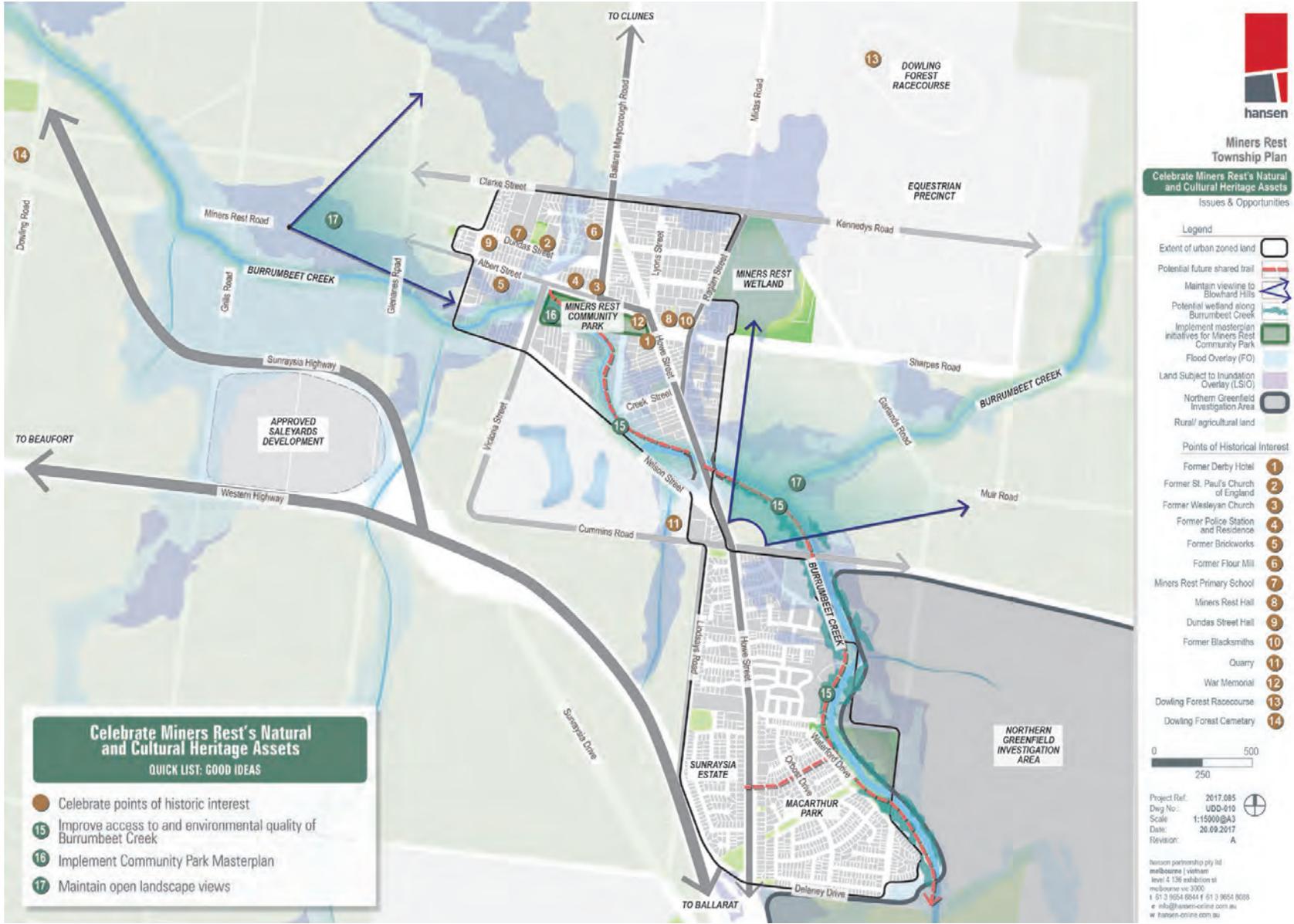
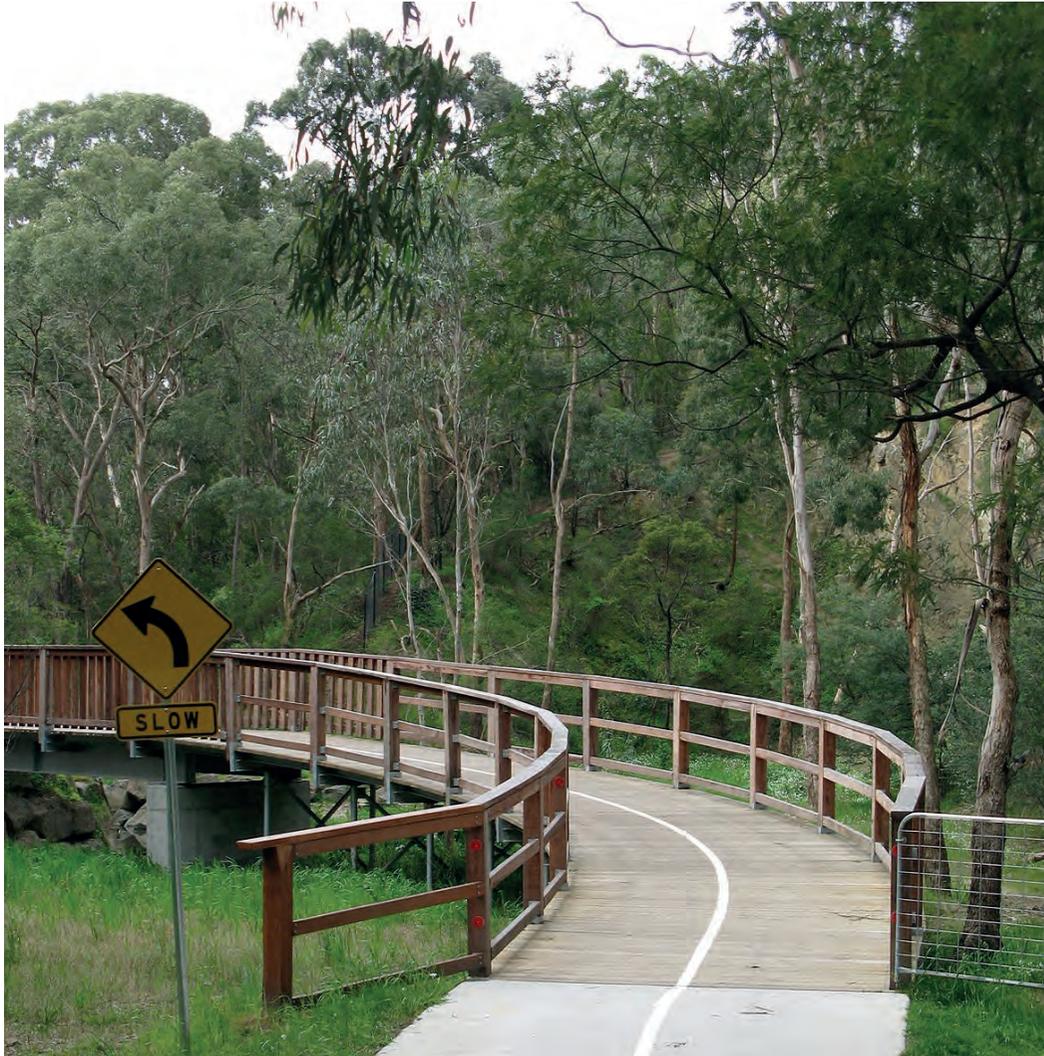


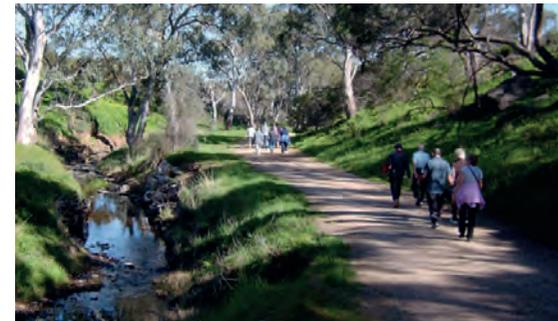
Figure 3 Theme 1: Celebrate Miners Rest Historic and Natural Assets



Reference image: potential for creek trail (Mullum Mullum Trail)



Reference image: potential for creek trail (Merri Creek Trail)



Reference image: potential for creek trail (Little Para River Trail)



Reference image: potential for creek trail (Merri Creek Trail)



Maintain views to surrounding landscape



Ongoing implementation of the Miners Rest Community Park Master Plan



Miners Rest War Memorial



Miners Rest Primary School



Miners Rest Community Park

## 2 Establish a connected and unified township and Community

The layout of Miners Rest is spread out and effectively split into two halves, including the older parts of the Town to the north, and the newer residential estates (i.e. Macathur Park & Sunraysia Estate) located to the south. Despite this, during the early project consultation process the broader community sentiment across the entire Town was regardless of location, with residents considering themselves to be part of 'Miners Rest'.

Miners Rest is a well-established township with a strong sense of community. Supporting opportunities to further enhance community connectedness is an important aspect of this theme which relates to empowering the local residents to develop their own programs and actions to strengthen community and township pride. In this context Council can also have a role in assisting local businesses and community groups in focusing their actions and aims, which in some instances could also extend to applications being made for appropriate Government grants (depending on the action sought and available funding source).

With reference to currently active community groups and clubs within Miners Rest (or in close proximity), these include:

- Committee for Miners Rest
- Lions Club
- Hall Committee
- Miners Rest Landcare group

- CFA
- Ballarat Aerodrome Advisory Committee
- Miners Rest Auskick
- Mt Prospect Tennis Association

However, beyond these community groups and clubs, it is acknowledged that there are likely to be additional active community groups not known to Council.

A range of opportunities to better connect and unify the town, in addition to strengthening community and township pride is addressed below.

### Unified town through landscape planting

Landscaping and street tree planting is a relatively simple way to designate and unify the overall character of a township like Miners Rest. Options include boulevard tree planting along main streets, or perhaps a consistent planting theme throughout the Town to help create a unifying character.

Increasing the number of tree plantings and canopy coverage will not only help to strengthen the character of Miners Rest but will also result in a number of added benefits for the Miners Rest community, including providing shade and cooling in the warmer months and an attractive place to live, encouraging outdoor activity, providing habitat and biodiversity, and enabling energy savings.

Such aspirations are in line with Council's 'Urban Forest' strategy (Our Living City, A discussion Paper about Greening Ballarat as an Urban Forest, March 2017), which aims to achieve 40% canopy tree coverage on public land by 2040, but also acknowledges this as a challenging task.

### Issues

- Lack of public realm vegetation within the Township.
- Lack of consistent street tree planting throughout the Township.

### Opportunities

- Unify the northern and southern halves of the town through boulevard canopy trees along Howe Street.
- Develop a program for consistent street tree planting to be implemented throughout the Township.

### Questions for Consideration & Discussion

- What landscape planting could be undertaken to better unify the town?
- Should a program for the planting of consistent street tree planting be developed?

### Additional shared path connections

Another opportunity to better unify the Township is through improved pedestrian and cyclist connections. The broader intention is to develop a network of off-road 'shared paths' which are suitable for both walking and cycling and minimise conflict points with motor vehicles.

Such a shared path network would function to encourage access between various parts of the Township on foot or by bike, and therefore reducing reliance on motor vehicles. The shared path network could be designed to create a series of potential loops for recreation and exercise. If facilitated within the Township it would be of benefit to the overall health and wellbeing of township residents.

One particular issue of note is the lack of a sidewalks/ shared paths along Howe Street south of Cummins Road. Currently, pedestrians/ cyclists in this area are forced to walk on the service roads, which is not preferred due to potential for conflict with motor vehicles.

#### Issues

- Poor connectivity for pedestrians and cyclists travelling between the southern and northern extents of the Township
- Lack of network of shared paths to create a convenient loop for transport, recreation and exercise.

#### Opportunities

- Develop new off-road paths to better connect northern and southern halves of the Township.
- Create a network of shared paths to create a convenient loop for recreation and exercise.

#### Questions for Consideration & Discussion

- Which streets could accommodate new off-road paths for improved connectivity?
- Would a 'one way' traffic system on Howe Street service roads be reasonable to allow shared paths to be developed?
- If a recreational loop trail were to be created, where should it be located? What destinations should it connect?

#### Addressing existing vehicle and pedestrian conflicts

There are two key areas where there is high potential for pedestrian and vehicular conflict. The first area is along the length of Howe Street, where there is a general lack of identified and designated pedestrian crossings. This includes the absence of a pedestrian crossing within the vicinity of the IGA Supermarket/ General Store.

The second identified area is on Dundas Street outside of the Miners Rest Primary School. A recent traffic study, undertaken in early 2017 on behalf of Council by O'Brien Traffic, identified existing traffic and pedestrian conflicts associated with the parents dropping off and picking up school students. This work also assessed the functional operations of Dundas Street in the context of the Miners Rest Primary School. The conclusions of this work included both short-term and long-term recommendations, which can be summarised as follows:

- Short term: install 'No Stopping' restrictions on the northern side of Dundas Street adjacent the service road separator, opposite the entrance and exit to the service road, between the kindergarten car park and James Court.
- Short term: support the 'Keep Clear' markings at the entrance to the school.
- Long term: consider the following options:
  - Indented parking for the southern side of Dundas Street to reduce congestion;
  - Widening of the Dundas Street carriageway; or
  - Providing a one-way (eastbound) system.

Noting that the above options seek to improve the functional operation of Dundas Street, it is perhaps logical to consider community views and preferences relating to the long-term recommendations for Dundas Street.

#### Issues

- Issues of pedestrian safety in crossing Howe Street along its length.
- Ongoing potential vehicle and pedestrian conflicts on Dundas Street outside of the Miners Rest Primary School.
- Ensure the ongoing proper management of truck and vehicle traffic moving to and from the Central Victorian Livestock Exchange.

#### Opportunities

- Investigate opportunities for safe pedestrian crossing locations at key points along Howe Street.
- Improve traffic management on Dundas Street.

#### Questions for Consideration & Discussion

- Where are the critical/ key locations for safe pedestrian crossing along Howe Street to be investigated?
- How could shared path road crossings be made safe?
- What is the preferred response to managing traffic conflicts on Dundas Street outside of the Miners Rest Primary School?

### Improved Public Transport

Public Transport is an important public asset for residents who cannot or choose not to drive to be able to access shops and services outside of the Township. Public transport also has the potential to reduce reliance on the use of private motor vehicles if the provided service is frequent and convenient. However, community consultation revealed that current public bus transport services lack frequency and reliability, which diminishes its convenience of use.

#### Issues

- Limitations of the current bus services due to frequency/reliability.

#### Opportunities

- Improve/ increase the frequency of bus services.

#### Questions for Consideration & Discussion

- Are current bus routes and networks appropriate?
- If not, how should the existing routes be altered to improve service?
- How frequent would bus services need to be to encourage greater/ wider usage by Miners Rest residents?

### Community Facilities & Events

The provision of appropriate community facilities is an important part of supporting and strengthening community and township pride. This could include 'age appropriate' facilities for children, youth, adults and the elderly. It can also include the provision of visitor/ community information board, and Council assistance and support in developing community based events.

Currently the existing Miners Rest Community Hall is an underutilised facility, which is reflective of its age, condition and lack of provision of a range of flexible spaces. Through community consultation it was identified that a new community building with a range of flexible spaces could be of benefit to both community groups as well as a range of local, home-based businesses.

#### Issues

- The existing Miners Rest Community Hall is an aging and underutilised facility.
- Lack of available and flexible community spaces.
- Lack of community/ recreation facilities for the youth.
- Lack of visitor/ community information board.
- Lack of community events to celebrate Miners Rest.

### Opportunities

- Improve community facilities.
- Establish a program to provide assistance to community groups and or small/ home-based businesses.
- Develop a visitor/ community information board.
- Develop community focused events.
- Potential to co-locate improved community facilities with other community infrastructure.

#### Questions for Consideration & Discussion

- What could Council do for the Miners Rest community/ local community groups/ businesses to strengthen community and township pride?
- Should the Miners Rest Community Hall be considered for redevelopment with a new community building?
- Where is the preferred location for a new community building, and what facilities should be provided?
- Is a local business hub needed/ wanted/ warranted?
- What community/ recreation youth facilities are needed/ required?
- What types of community events should be supported?
- Are there existing community groups not yet known to Council?



Figure 4 Theme 2: Establish a Connected and Unified Township and Community



*Reference image: potential boulevard planting (Ballarat Avenue of Honour)*



*Need to improve pedestrian connections and designated safe crossing locations along Howe Street*



*Miners Rest Community Hall is in poor condition and underutilised. Potential to consider redevelopment with new facilities*



*Reference image: potential shared path network*

### 3 Facilitate township growth and prosperity

Through early community consultation, themes of improving township prosperity and facilitating modest township growth were raised as aspirations. Noting that the general aspirations for 'growth' and 'prosperity' can translate into differing land use and development outcomes, relevant considerations are outlined below.

#### Support and Foster the Growth of Equine Industry

The continued growth of the equine industry in Miners Rest - and the associated economic and business opportunities - is extremely important to the prosperity of the Township and wider region into the future.

As the economic benefit of thoroughbred racing to the Central Highlands Region is in the order of \$60 million, the Miners Rest Township Plan must acknowledge this significant industry and look at appropriate ways to continue to support and foster its growth.

#### Issues

- Conflict between through traffic and equine industry activities along Kennedys Road.
- Concern that modifications to planning controls to support the Dowling Forest Precinct are impacting upon individual landowners and their ability to develop and sell their land.

#### Opportunities

- Consider how existing vehicle/ equine conflicts along Kennedys Road can be best addressed.

- Potential to review the functional operation of current Planning Scheme controls applying to the Dowling Forest Precinct.
- Encourage new service businesses that support and are supported by the growth of the equine industry.
- Ensure that township planning and development supports the equine industry.

#### Questions for Consideration & Discussion

- How could conflict along Kennedys Road between through traffic and equine industry activities be appropriately managed?
- What are the ways in which Council can best support the equine industry?
- Are additional service businesses are required to support the equine industry?

#### Management of Flooding

It is important that known flooding impacts are appropriately managed, and where possible, mitigated. The extent of flooding impacts has already been investigated and has resulted in the recent updates to the Ballarat Planning Scheme controls and designation of flood impacted land.

In tandem with this, Council's engineering department has identified the potential for a Burrumbeet Creek high-flow bypass channel to be located along the alignment of the Nelson Street road reserve. In a 1% Annual Exceedance Probably flood event (a flood that has a 1% chance of occurring in any given year), this channel would function to divert flood waters away from the northern sections of the Township that are currently subject to flooding in such events.

The Miners Rest Township Plan can address how these works may be best designed to integrate with other township initiatives such as walking trails and treatment of Burrumbeet Creek environs.

#### Issues

- Lack of community understanding of flood related controls recently introduced into the Planning Scheme.
- Funding for flood mitigation works.
- Potential for ongoing flooding until the bypass channel is constructed.

#### Opportunities

- Seek funding to address current flooding impacts, including construction of the bypass channel.
- Enhance community knowledge and understanding of the flood related planning controls.
- Incorporate a shared path connection along Nelson Street into the design and construction of the high-flow bypass channel.

#### Questions for Consideration & Discussion

- How can the construction of the bypass channel be best integrated into the natural character of the Burrumbeet Creek?
- How can flood mitigation and management works contribute positively to the Town, such as environmental assets and landscape features?

### Creation of a Town Centre

Within the Ballarat Strategy, Miners Rest is designated as being a Neighbourhood Activity Centre, where the Ballarat Strategy seeks to support growth and diversity of development in local centres. Currently Miners Rest has a limited range of commercial facilities, which was highlighted by sectors of the community as being a potential issue, with a desire for more retail commercial uses, such as shops, cafés, a chemist and doctors' surgery. Although it must also be acknowledged that some community members did not want or see the need for more commercial uses, raising the concern that such uses may detract from the 'village' feel of Miners Rest. A range of community comments received also raised the idea of the creation of a 'town centre' to establish a more prominent civic focal point for the Township.

Miners Rest has a large amount of commercially zoned land available for a range of commercial developments, including land adjacent to and surrounding the IGA supermarket, General Store and Pub. A potential impediment for the redevelopment of this land for commercial use is the fact that much of this land is occupied by single residential dwellings. If new commercial development is to occur in Miners Rest, where it is developed and how it looks and feels is an important consideration for the Township Plan.

### Issues

- Differing community views on the extent and type of commercial uses, but general sentiment for the 'village' feel to be maintained.
- Community view that provision should be made for a police station, an expanded fire station, and ambulance station.
- The majority of commercially zoned land has already been developed for single dwellings.

### Opportunities

- Potential to create a pedestrian friendly 'village centre'.
- Potential to concentrate commercial activities in a specific area.
- Potential to unify the commercial centre through the design of pathways, public seating/ shelters, lighting etc.
- Potential to better connect existing business and commercial activities.

### Questions for Consideration & Discussion

- Where should new commercial activity be ideally located/ concentrated?
- What is the preferred the look, feel, and design of a future town centre?
- What types of commercial activity, business and services are wanted/ needed?



Miners Rest Primary School

### Potential additional residential development

Currently there is a noted lack of specific strategic direction and guidance on whether Miners Rest should accommodate residential growth, and where such growth might be located. The Miners Rest Township Plan will provide strategic direction and guidance on whether Miners Rest should accommodate residential growth, and where such growth might be located. This will be in the context of The Ballarat Strategy: Our Vision for 2040, which seeks to direct the majority of growth within Ballarat to designated growth corridor locations. Within this context it is important that the Miners Rest Township Plan investigates whether or not Miners Rest should grow, and if so to what extent and in what location. Factors which would influence the consideration of the suitability or otherwise of land for potential residential development would include:

- Susceptibility of the land to flooding impacts or inundation.
- Geological condition/ stability of land.
- Ability to be serviced with infrastructure (reticulated sewerage, water, gas, power, telephone).
- Vegetation/ environmental/ biodiversity values.
- Cultural heritage values.
- Connection and/or fragmentation of the existing Township.
- Proximity to other land uses and activates of noted importance.

During the first round of consultation views were expressed by residents that allowing some residential development would support the economic growth and prosperity of Miners Rest through population increase. However differing points of view were voiced on the need to protect township character (i.e. no small lot subdivision, no units).

Clearly the form of new housing development and its potential location is an important consideration for the community. For example, new housing development could potentially occur as new land subdivision or otherwise as 'infill' housing within the established parts of the town. Both forms of development have pros and cons in terms of cost of construction (to Council, the community and developers), township character and accessibility, which must be considered.

The impact of residential growth on important local and regional assets – including the Ballarat Airport and surrounding agricultural land - must also be considered. The Ballarat Airport, located to the south-west of the Township, is a significant facility providing tangible benefits for the community and the regional economy, including generating \$10 million in annual production. The ongoing operation of the Airport is dependent on its ability to function without unduly impacting on surrounding sensitive uses. As such, it is important that these sensitive uses, including housing, are prevented from encroaching on the Airport to protect its ongoing operational viability and potential for expansion over the long-term.

Like the Airport, agricultural activities surrounding the Township contribute significantly to the local and regional economy, and are dependent on maintaining appropriate distances from sensitive uses. In addition, land consumed for housing ultimately results in a net reduction of land available for farming and production. With Ballarat having some of the highest value agricultural land in the State, this is a significant consideration.

### Issues

- Strategic justification for growth.
- Availability of unconstrained land.
- Differing views on the potential location and type of any new housing which could be facilitated within the Township.
- The need to protect the long-term viability and potential for operational expansion of the Airport.
- The impact of new land subdivision on agricultural land use and the loss of productive farming land.
- Whether potential growth locations assist in unifying the town.

### Opportunities

- Consider the most appropriate location/s for any new housing development.
- Consider alternate types of housing (dual occupancies, villa units, townhouses etc) and their suitability to the context of Miners Rest.
- Investigate and better understand the future development of the Airport and the impacts of this on the growth of Miners Rest.

### Questions for Consideration & Discussion

- Should different types of housing (dual occupancies, villa units, townhouses) be allowed to provide greater housing choice?
- Should new land subdivision occur and where should it be located?

- Should the former quarry site be developed for new housing?
- How should potential new residential development look and feel?

### Potential Regional Sporting Hub

A community aspiration exists for a sports hub, potentially including a range of facilities such as sports ovals, netball courts, bowling club, leisure centre, gym and community gathering spaces. Community and Sports facility within Miners Rest has also been identified as a priority action within the current City of Ballarat Council Plan 2017-2021.

Despite a strong community aspiration for a sports hub, initial community infrastructure analysis has identified that Miners Rest, either now or in future, would not meet the necessary population thresholds to justify the provision of such facilities. However, it was also tentatively identified that a regional sports hub in Miners Rest could potentially be justified at a regional scale, to service a much broader population.

The ability for such a facility to be developed in Miners Rest is subject to funding and significant further strategic planning and investigation work, and therefore may not be developed for a number of years, if at all. However, it is important for the Township Plan to explore the question of where such a sports facility may be located if this aspiration were to be realised.

The following set of principles may be used to guide consideration of an appropriate location:

- Does the location to serve the largest proportion of the Township population.
- Is the location accessible from major/ main roads.

- Is the location stand alone or could it or should it be linked to school infrastructure where appropriate.
- Does the location benefit with proximity/ co-location with other commercial/ community uses.
- Does the location have high visibility from the public realm.
- Is the land large enough and in single ownership.
- Is a low level of vegetation removal required.
- Are their linkages to other areas of passive or unstructured physical activity.
- What is the open space provision of the location, and linkages with encumbered and unencumbered land for recreation and open space.

A potential site for a regional sporting hub is to the east of Howe Street, south of Sharpes Road and north of Burrumbeet Creek. The benefits of this location would be that it is centrally located; is within proximity of the Miners Rest commercial area; and would not interrupt broader landscape views to the east and north-east.

If the aspiration for a regional sports hub were to be realised, there is potential to co-locate such a development with

other community facilities to optimise usage, access and to reduce operating costs.

### Issues

- Limited unconstrained land available.
- Limited funding availability.

### Opportunities

- Consider options and identify the best location for a regional sports facility.
- Potential to co-locate other community facilities and services with a regional sports facility.

### Questions for Consideration & Discussion

- What facilities could a regional sports facility include?
- How important is the provision of a regional sports facility when compared with other community needs?

### Potential School Relocation

Another community aspiration relates to the potential relocation and expansion of the existing Miners Rest Primary School, noting that many hold a view that the school is at capacity. Further community opinions were expressed that the relocated school could be co-located with a regional sports facility if this aspiration were to be realised.

As is the case with the regional sports facility, the ability for the school to be relocated would be subject to funding and therefore may not be developed for a number of years, if at all.

As an initial investigation of this question, contact was made with the Department of Education & Training Victoria. The Department's general response was that while the relocation of the school may be a good idea and a warranted aspiration, that there are limited funds presently available for new school facilities. It was also highlighted that there are many areas currently without a public school, which would be prioritised when funding is available.

Despite this response, as is the case with the regional sports facility, it is important for the community to explore a preferred new location for the primary school if it were to be relocated.

A potential site for a relocated school is the suggested preferred site of the regional sporting hub, being located to the east of Howe Street, south of Sharpes Road and north of Burrumbeet Creek. Again, the benefits of this location would be that it is central to the older and newer parts of the town, is within proximity of the Miners Rest commercial node and would be considered a generally low scale and open landscape type development. The following set of principles could be used in consideration of an appropriate location:

- Does the location serve the largest proportion of the Township population.
- Is the location accessible from major/ main roads.
- Is the location stand alone or could it or should it be linked to school infrastructure where appropriate.
- Does the location benefit with proximity/ co-location with other commercial/ community uses.
- Does the location have high visibility from the public realm.
- Is the land large enough and in single ownership.
- Is a low level of vegetation removal required
- Are there linkages to other areas of passive or unstructured physical activity.
- What is the open space provision of the location, and linkages with encumbered and unencumbered land for recreation and open space.

### Issues

- Limited unconstrained land.
- Limited funding availability.
- Expansion of current school site restricted by surrounding development.

### Opportunities

- Consider options and identify the best location for a new school.
- Potential to co-locate school with other community facilities and services.

### Questions for Consideration & Discussion

- What facilities could a new primary school precinct include?
- How important is the provision of a new primary school when compared with other community needs?

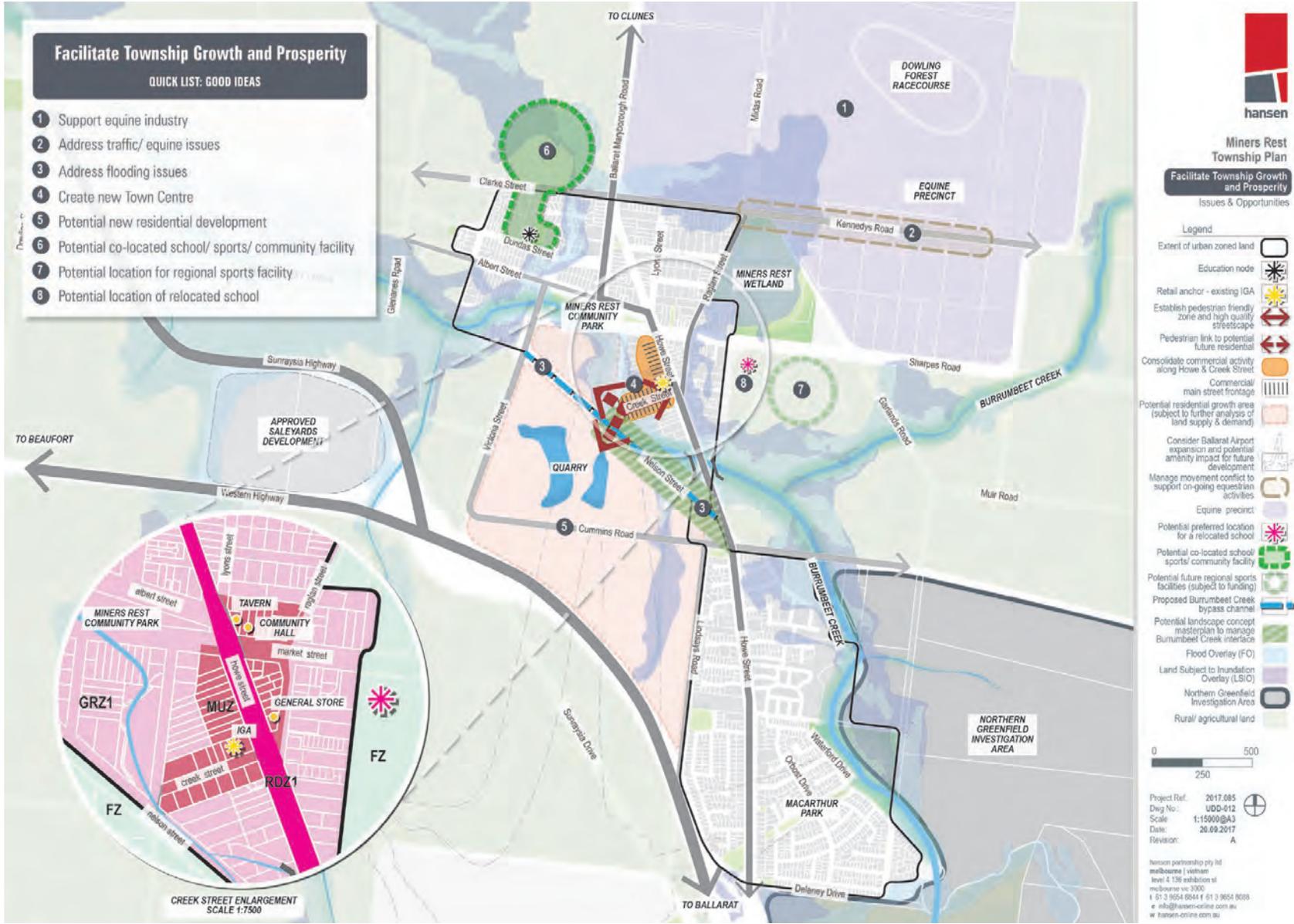


Figure 5 Theme 3: Facilitate Township Growth and Prosperity



Support and promote equestrian industry in Miners Rest



Reference image: potential future commercial development



Reference image: potential future community facility



Reference image : potential future sports/ community facility (Ballarat Soccer Stadium)



Reference image: potential future sports/ community facility



Potential to address existing flooding impacts from the Burrumbeet Creek, by the construction of a bypass channel.



Reference image: potential community facility (Saltwater Community Centre, Point Cook)



Reference image: potential to consider different forms of new housing



Reference image: potential community facility (Somerru Community Centre)



Reference image: potential to consider residential growth opportunities



Reference image: potential future commercial development



Reference Image: potential creek bypass: Westerly Creek Channel Restoration



Reference Image: potential creek bypass: Westerly Creek Channel Restoration



Reference image: potential creek bypass: Thornton Creek Quality Water Channel



Reference image: potential co-located school/ sports/ community facility (Thebarton Community Centre)



Reference image: potential future commercial development (Langtree Mall, Mildura)

## Where to from here?

This Issues and Opportunities report has sought to draw together a large volume of background investigation and analysis and to commence documenting potential ideas and directions for including in the Miners Rest Township Plan. Following community consultation on this Issues and Opportunities report, all feedback received will be considered during the preparation of a draft Miners Rest Township Plan. The draft Township Plan will be subject to further community consultation in due course.



*Miners Rest Primary School*

# Appendix 1: Planning Policy Context



## Planning Policy Context

The State Planning Policy Framework (SPPF) provides broad State level policy guidance for land use and development throughout the State. Within the SPPF, the Central Highlands is to be supported as a place to achieve sustainable population growth with Ballarat as the main centre for regional growth.

The policies at the SPPF level are further clarified at the municipal level through the Local Planning Policy Framework (LPPF) which contains the Municipal Strategic Statement (MSS).

### Municipal Strategic Statement/ Local Planning Policy Framework

The MSS outlines the City of Ballarat’s vision for land use and development and the key issues that inform this vision. According to the MSS, the municipality is to be a community that has a strong sense of identity, providing a safe place to live and work through a green, vibrant and connected Ballarat with excellent facilities and services. Underpinning this ambition is the concept of the ‘10 Minute City’ and the ‘City in the Landscape’. The ‘10 Minute City’ concept supports the idea of maintaining access to day-to-day destinations and services through walkable neighbourhoods, even as the city grows. While the ‘City in the Landscape’ concept seeks to ensure that as the city grows it still has ties to the natural, historical and cultural setting in which the municipality is located.

Specific policy of the MSS and LPPF provides guidance on achieving this vision. In terms of Settlement and Housing, a key policy priority is to accommodate the expected population growth to 2040 through the encouragement of denser and more diverse housing opportunities, more compact communities and by identifying key long-term growth opportunities. This is to be underpinned by a growing economy that supports key industries such as the tourism and racing industry and a built form that improves the presentation of urban areas while at the same time protecting the historical features of the urban landscape. Specific reference is made to the importance of the environmental and landscape values of the municipality and creating connections with this and ensuring that communities are resilient to the environmental risks of the municipality, particularly flooding.

Miners Rest is identified as one of the seven main Townships within the municipality. These Townships and surrounding communities are to be places that provide attractive lifestyle choices within the valued rural setting in which they take place. They are to retain their specific character which sets them apart from the more urban setting of Ballarat itself. Clear long term visions in the form of Local Area Plans are to guide the development of these communities to provide a framework for informing future growth and development.

## Zones

Land within the Miners Rest Township is currently located within the following zones:

- General Residential Zone – the majority of the residential land within Miners Rest is located within the General Residential Zone apart from land within the centre of the township. The purpose of this zone is to encourage a form of residential growth that diversifies the type of housing stock, particularly in locations with good access to transport and services, while at the same time, respecting the neighbourhood character of the area.
- Mixed Use Zone – the Mixed Use Zone applies to land located within the centre of the Township along Howe Street, Creek Street, Ragland Street and Market Street. The zone makes provision for land capable of supporting a mixture of both residential development and commercial or industrial development, compatible with residential uses. A higher density form of residential development than that offered in the General Residential Zone is encouraged so long as it responds to the preferred neighbourhood character of the locality.
- Farming Zone – surrounding the main study area is land located within the Farming Zone. The Farming Zone is the standard agricultural zone within the planning scheme which seeks to encourage the retention of productive agricultural land. Such land is restricted for residential and other non-agricultural related development in that it does not allow for the construction of more than one dwelling on a lot and, unless specifically specified, does not allow for the subdivision of lots under 40 hectares in size.

Refer to Figure 3 for a spatial representation of the above zones.



Figure 6 Zoning Map

## Overlays

The Township is also affected by a number of Overlays including:

- Floodway Overlay – the Floodway Overlay predominantly affects land within close proximity to the Burrumbeet Creek as its purpose is to identify high risk areas associated with the greatest frequency of flooding. The Schedule to the overlay outlines specific planning permit requirements when developing land in the Burrumbeet Creek Catchment. A recent Amendment to the Floodway Overlay has been approved by the Planning Minister which alters its coverage.
- Land Subject to Inundation Overlay – while still generally associated with the Burrumbeet Creek, land affected by the Land Subject to Inundation Overlay covers a larger extent than that covered by the Floodway Overlay. The purpose of the overlay is to ensure that development is responsive to the effects of the 1 in 100 year flood by minimising the possibility of flood damage and ensuring the free passage and temporary storage of flood waters while also protecting water quality.
- Environmental Significance Overlay – land surrounding the Burrumbeet Creek is also affected by the Environmental Significance Overlay as it identifies areas that have environmental constraints or identified environmental values. The overlay recognises the importance of the quality and quantity of water within streams and watercourses within the municipality by ensuring that development does not reduce water quality, cause erosion near the watercourse, and does not impact on the future viability of flora and fauna habitats.
- Erosion Management Overlay – the Erosion Management Overlay protects land prone to erosion or landslip surrounding the Burrumbeet Creek. Particular permit requirements relate to the removal of vegetation and the capability of land to support development.
- Airport Environs Overlay: Schedule 17 – a portion of land in MacArthur Park and a southern portion of Miners Rest is affected by the Airport Environs Overlay which identifies land subject to high levels of aircraft noise and seeks to ensure that development is compatible with the operations of the Ballarat Airport.
- Design and Development Overlay: Schedule 17 – development on land impacted by flight paths associated with the Ballarat Airfield is to ensure that it does not create a hazard for aircraft. This is to be achieved by ensuring that buildings are not greater than 5 metres in height.

Refer to Figure 4 for a spatial representation of the above overlays.

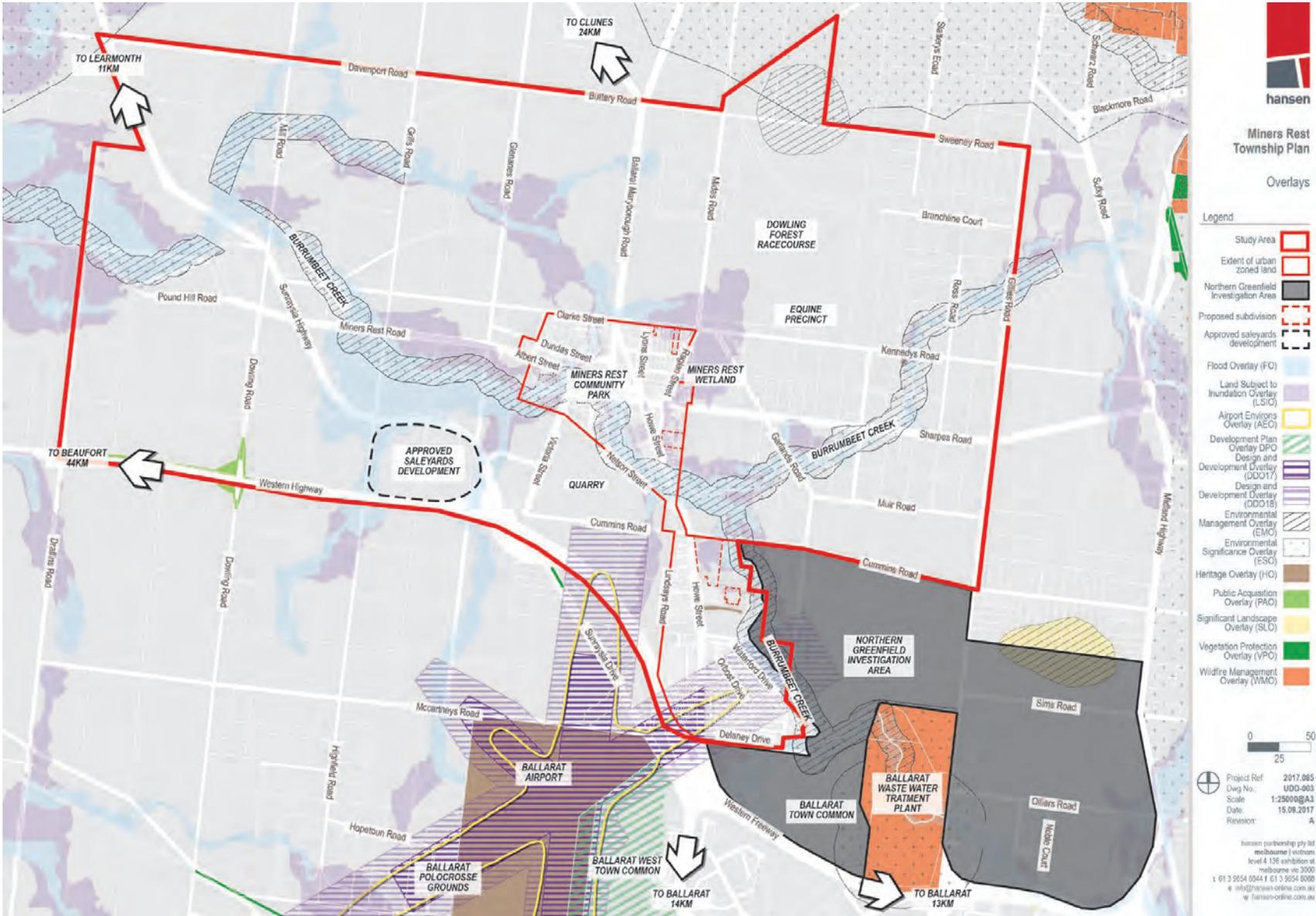
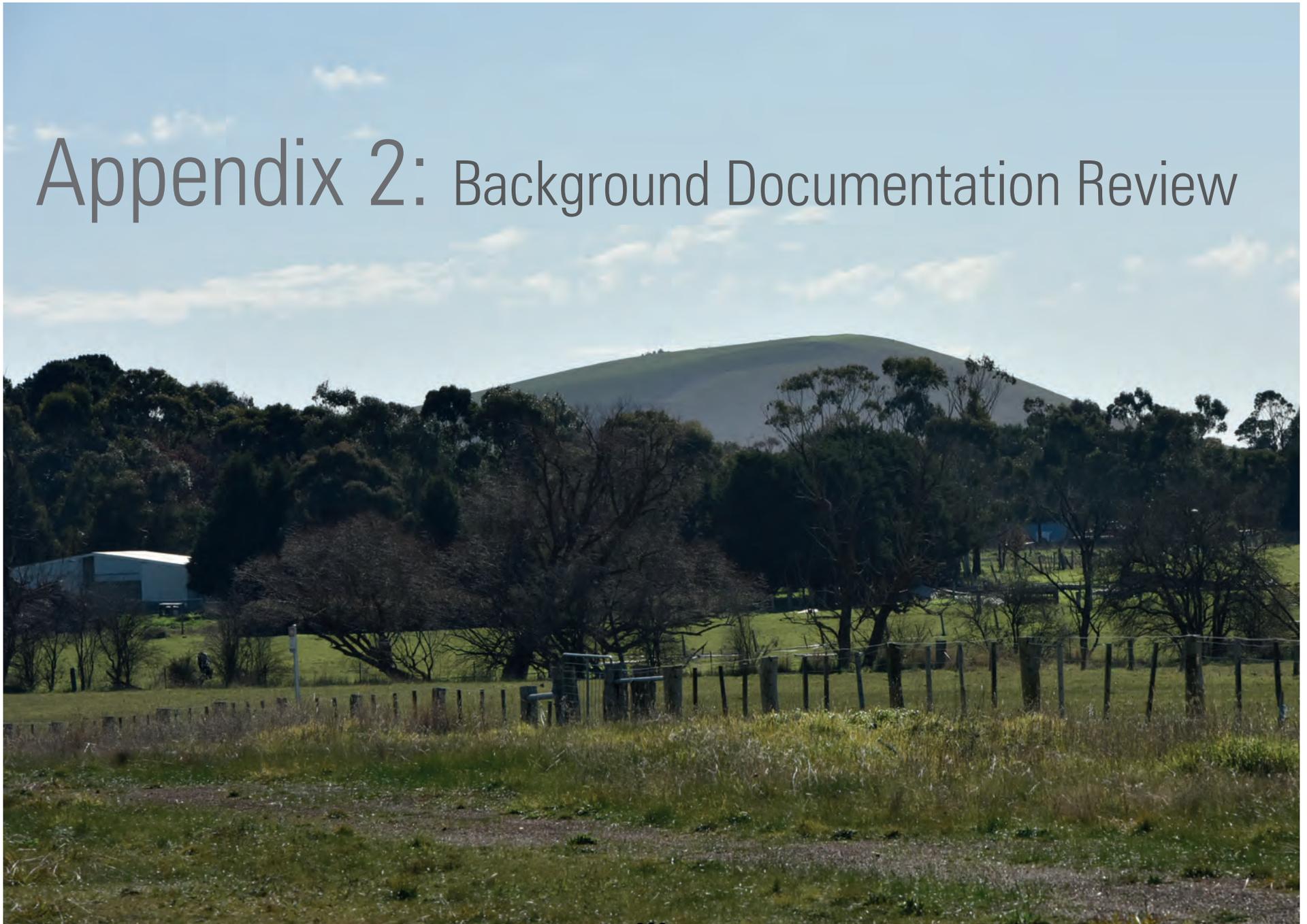


Figure 7 Overlay Map



*Miners Rest Quarry Rehabilitation*

# Appendix 2: Background Documentation Review



## Background Documentation Review

A substantial number of background documents have been reviewed by the consultant team as part of the process of gaining an appreciation of the relevant influencing factors during the preparation of the Issues and Opportunities report. The findings of this review have been synthesised into the four key themes outlined later in the report. A brief summary of the reviewed documents can be found in Appendix 1 - Background Documentation Review, which includes:

- Central Highlands Regional Growth Plan (2014)
- Ballarat Strategy – 2040 – Today Tomorrow Together
- Rural Land Use Strategy 2010
- Shire of Ballarat – Miners Rest Outline Development Plan (1994)
- Miners Rest Outline Development Plan (2007)
- Dowling Forest Precinct Master Plan, City of Ballarat, 2010, Forest Precinct Master Plan, April 2011, Keaney Planning
- Ballarat Open Space Strategy Volume 1 and 2 (2008)
- Ballarat Economic Program 2015-2019
- Ballarat Review of Future Industrial Areas, Final Report, June 2009, CPF Australia
- Ballarat Housing Needs Assessment (update) Final Report, SGS Economics & Planning
- Affordable Housing Review, April 2012, SGS Economics & Planning
- Ballarat Civil Infrastructure Assessment, June 2014
- Victoria in Future 2016 – Population and Housing Projections to 2051, DELWP

- Ballarat Long Term Growth Options Investigations, January 2016, Hansen Partnership, Arup & Tim Nott
- Comprehensive Koala Plan of Management, Australia Koala Foundation, August 2006
- Environmental Controls Review, Parsons Brinckerhoff, December 2013
- Ballarat Aerodrome Noise Modelling Study & Assessment of Impact on the Ballarat West Growth Area, Kneebush Planning Pty Ltd in association with Airports Plus Pty Ltd, September 2010
- Review of Ballarat Social Infrastructure Report Plan 2009, City of Ballarat
- Miners Rest Primary School, Dundas Street, Miners Rest Transport Study, O'Brien Traffic, May 2017
- Victorian Floodplain Management Strategy, DELWP, 2016
- Ballarat Biodiversity Action Plan 2016, Background report, Centre for Integrative Ecology, School of Life and Environmental Sciences, Deakin University
- Ballarat Cycling Action 2017-2025, March 2017, City of Ballarat
- Miners Rest Heritage Trail, City of Ballarat
- City of Ballarat Children's Consultation, technical report, April 2016, Springtech Services
- Our Living City, A discussion Paper about Greening Ballarat as an Urban Forest, March 2017
- City of Ballarat Flood Mitigation Strategy, 2017

In its broader policy context, these documents reveal Miners Rest is a growing community underpinned by the importance of the racing precinct; having strong ties to the natural surrounds; and having key issues related to flooding, the accessibility of key civic and social infrastructure and lacking commercial opportunities. A brief outline is provided below.

In terms of strategic land use, the documents reviewed included the **Central Highlands Regional Growth Plan (2014)** and the **Ballarat Strategy 2040 – Today Tomorrow Together** which provide direction on land use planning and growth management at a Regional and Municipal level. As a regional city, Ballarat is expected to accommodate significant growth to 2031. Miners Rest is identified as an settlement with the need for an individual township plan, while the racing precinct is highlighted as an important Strategic Economic Development Opportunity.

At the municipal level, the **Ballarat Long Term Growth Options Investigations (January 2016)** report investigated three Greenfield Investigation Study Areas identified as the Northern GIA, Eastern GIA and Western GIA to determine whether development could occur in any of the nominated GIAs. The Northern GIA is located within close proximity to Miners Rest and is identified as the second preferred location for growth after the Western GIA.

The Victorian State Department report, **Victoria in Future 2016 – Population and Housing Projections to 2051** outlines population and housing projections to 2051 for the state. While not including smaller townships such as Miners Rest, the report forecasts that Ballarat's total population will grow from 95,200 in the 2011 census to 136,900 in 2031 and that for total households Ballarat will increase from 39,200 in the 2011 census to 56,600 in 2051.

More specifically at the Township level, in 1994 the **Shire of Ballarat – Miners Rest Outline Development Plan (1994)** was developed to provide an overview of the future land use and development of Miners Rest in terms of community infrastructure, predicted population growth and environmental management, and outlined particular recommendations to achieve this.

The **Miners Rest Outline Development Plan (2007)** provides a review of the 1994 document, prompted by the demand for community facilities, the pace of residential development, the need for commercial facilities and the proposed expansion of the training facilities at the Dowling Forest Racecourse.

This earlier report outlined the following key issues and recommendations for Miners Rest:

- There is limited expansion for growth of town boundaries.
- There is a need for an integrated approach to planning for town centre improvements and community facilities/ infrastructure.
- Strong support for continued support for horse racing industry in Miners Rest exists.
- Strong support for environmental improvements in the town, particularly the protection of Burrumbeet Creek, exists.
- There is a need for off-train trails network and traffic management.

The **Dowling Forest Precinct Master Plan (2011)** and the Forest Precinct Master Plan (2011) relate to land located within Miners Rest associated with the horse racing industry and training facilities. Key issues identified in the Master Plan relate to the risk of continued hobby farms to the precinct, adverse amenity impacts associated with intensified horse training related uses, flooding considerations, tracks into and out of the precinct and the protection of the wetlands.

The **Rural Land Use Strategy 2010** was prepared in response to the changes to the Rural Living Zones in 2014. It notes that despite being predominantly Farming Zone land, Miners Rest is largely a rural-residential area with small lots now containing dwellings. Miners Rest serves as a transition area between the highly productive and viable farms to the north west and the urban extent of Ballarat to the south.

Documents specifically related to housing include the **Ballarat Housing Needs Assessment (update) Final Report September, 2014** and **Affordable Housing Review, April 2012**. Within these documents, an assessment is provided of population scenarios and housing demand forecasts, and a broad overview of housing affordability within the municipality. It is noted that at a municipal level there is a shortfall in current dwelling stock and forecast demand of 28,310 dwellings.

The **Ballarat Economic Program 2015-2019** informs the broader economic strategy of the Municipal Strategic Statement in the Ballarat Planning Scheme. The report highlights that the key driver to a growing economy for the City of Ballarat is the predicted population growth. As per the Activity Centre Strategy located within the document, Miners Rest is classified as a Neighbourhood Activity Centre and is noted to have a shortfall of commercial floor space.

The **Ballarat Open Space Strategy Volume 1 and 2 (2008)** highlights that Miners Rest is a growing population but has poor access to open space. Improvements could be made in terms of accessibility, community recreation and sporting opportunities, protecting Burrumbeet Creek and improving walking and cycling linkages.

The reviews of Ballarat's infrastructure provided by **Ballarat Civil Infrastructure Assessment (2014) and Review of Ballarat Social Infrastructure Report Plan 2009: Draft Final Report (2013)** identify the capacity constraints within the municipality having regard to civil and social infrastructure. Miners Rest is identified to have a limited range of community infrastructure. Recommendations of the reports can be summarised as follows:

- Development of the proposed 44 place kindergarten.
- Construction of an oval in Miners Rest.
- Undertake a review of the Miners Hall in the broader context of Council and non-Council owned halls across Ballarat.

Specific environmental considerations for Miners Rest are identified in a range of reports. The **Environmental Controls Review, Parsons Brinckerhoff, December 2013** assesses the effectiveness of the existing planning controls in protecting environmental assets and provides recommendations in regards to the application of and amendments to controls and policies within the planning scheme.

The **City of Ballarat Native Vegetation Mapping and Review of the Vegetation Protection Overlay (VPO1) (2005)** develops selection criteria for the identification of significant vegetation to identify and map areas of significant native vegetation on private land within the urban area of Ballarat and immediate surrounds. The report also provides an overview of relevant legislation with regards to the protection of native vegetation, the importance of protecting native vegetation and an overview of VPO1.

The list of documents include plans related to the management of environmental assets within the municipality. The **Ballarat Biodiversity Action Plan (2016)** outlines a framework for Ballarat to protect, enhance and restore the biodiversity across the City. Miners Rest is not however located in one of the prioritised areas.

**Our Living City, A discussion Paper about Greening Ballarat as an Urban Forest (2017)** outlines initiatives related to increasing tree canopy coverage and living corridors based around nine key priorities. The tree canopy coverage or green areas of Miners Rest were not specifically explored as a part of this discussion paper. While no Koala habitats are located in Miners Rest, the **Comprehensive Koala Plan of Management (2006)** provides guidance on the management of these habitats.

**Miners Rest Primary School, Dundas Street, Miners Rest Transport Study (2017)** provides a review of the traffic, parking, pedestrian and bicycle access to Miners Rest Primary School. It is considered that there is a sufficient supply of on-street car parking to cater for future growth in student numbers and no requirement for the construction of any new off-street car parking facilities. Better management of existing car parking however is recommended.

**The Ballarat Cycling Action Plan 2017-2025 (2017)** seeks to provide the City of Ballarat with a network that provides a focus agenda for investment on linking destinations and providing continuous and safe cycling routes. Miners Rest is seen as a Strategic Cycling Corridor in the plan.

**Ballarat Aerodrome Noise Modelling Study & Assessment of Impact on the Ballarat West Growth Area (2010)** was undertaken to inform the precinct structure planning process for the Ballarat West Growth Area. While modelling is provided for the Miner Rest Township, there are no recommendations or statements made relating to Miners Rest.

The **Miners Rest Heritage Trail** was created by the community members of Miners Rest with the assistance from the City of Ballarat. The trail details the historical context of the site and provides a mapped trail for visitors of residents to experience the different heritage sites. These include the Arranmore Gates, the former Uniting Church and the former Midas Railway Station.

**Victorian Floodplain Management Strategy (2016)** is a State based document that sets out the framework for floodplain management in Victoria. The management strategy sets out the myriad of elements that need to be considered when managing flooding risk. In regards to Miners Rest, flooding is predominately caused by riverine flooding from the Burrumbeet Creek. For Miners rest the inherent risk rating is Significant and out of the five identified major flood areas is rated fourth. The relevant recommendations are as follows:

- A long-term commitment from Council, which aims to resolve the major flood risks in Miners Rest.
- Flood overlays need to be considered for the entire municipality. Flood overlays form a crucial, non-structural flood mitigation tool that will aid future development planning, inform the local community and significantly improve emergency management;
- Development of an appropriate flood warning network is required for the Ballarat region.

## Attachment 9 - Summary of response to feedback - Miners Rest Township Plan (November 2019)

Summary of feedback/issue	Response in Final Miners Rest Township Plan
<p><b>Town Centre</b> A defined and vibrant town centre is needed with commercial activity (not industrial) in the mixed-use area.</p>	<p>The plan identifies actions to implement the vision for the town centre. The plan includes development of a framework plan, design guidelines and public realm improvements. The improvements to the existing commercial premises are the responsibility of individual land owners and / or operators.</p>
<p><b>Flood Mitigation and management of development along the creek</b> How will council protect land that is identified as flood prone from further development.</p>	<p>This is an important issue for residents and the plan commits to developing a strategic flood mitigation plan to achieve an integrated solution that includes creek rehabilitation and beautification and an immediate priority, and will inform future requirements for development approvals.</p>
<p><b>Burrumbeet Creek</b> Environmental improvements for Burrumbeet Creek are needed. The creek can accommodate flood mitigation and a clean-up at the same time.</p>	<p>The plan includes strategies and actions relating to Burrumbeet Creek and its environmental improvement to reflect the role of the creek and wetlands.</p>
<p><b>Relocation of Primary School</b> Strong community aspiration relates to the potential relocation and expansion of the Miners Rest Primary School and to be co-located with a potential sports facility's hub.</p>	<p>The plan notes that the community and school have successfully lobbied for State Government funding to upgrade the Miners Rest Primary School. However, it has not been confirmed whether the school will be upgraded on the current site or alternative site.</p>
<p><b>Improved Pedestrian Safety</b> Miners Rest is lacking footpath connectivity by footpaths (all weather). Howe Street requires immediate street beautification works and major safety upgrades</p>	<p>The plan includes actions to improve pedestrian connectivity and safe traffic movements along Howe Street, including advocacy to Regional Roads Victoria (previously VicRoads).</p>
<p><b>Management of Traffic Speeds</b> Management of traffic speeds Proposals to alter speed limits on any road are subject to VicRoads approval.</p>	<p>This is discussed within the Township Plan, including advocacy to Regional Roads Victoria (previously VicRoads).</p>
<p><b>Sporting Facilities</b> Many families travel outside Miners Rest to other "clubs" to cater for their children's or their needs for football netball. If Miners Rest had fantastic facilities to cater for these, Miners Rest could establish its own clubs also.</p>	<p>The plan includes a strategy to "Develop an active sports facilities hub in Miners Rest" and associated actions:</p> <ul style="list-style-type: none"> <li>• Investigate funding mechanisms to develop an active sports facilities hub (Immediate priority)</li> <li>• Confirm and secure a preferred site for development of a local sports facility, ensuring complementary provision with the northern growth area (immediate to short priority)</li> </ul>
<p><b>Equine Precinct</b> Community members are happy to see the racing industry grow in Miners Rest but not at the detriment of the Township the two must grow together in consideration of each other.</p>	<p>Planning controls have recently been reviewed through the Dowling Forest Precinct Planning Controls Review (October 2019) and Council has resolved to undertake a planning scheme amendment in 2020 to implement the recommendations of the review.</p>
<p><b>Tree Lined Boulevard</b> Request for street tree planting as a top community priority, and consideration of clearance requirements.</p>	<p>The plan identifies includes an action to "Develop and implement a landscape planting program, to focus on boulevard tree planting</p>

	along main streets, and shared trail network” acknowledges the need for boulevard planting to comply with relevant authority requirements in respect of clearances.
<p><b>Central Victoria Livestock Exchange</b> There have been a number of issues that the community has raised during the commissioning period of the facility, including odour and traffic management.</p>	These issues are being managed and addressed by the facility, EPA and Council. The facility is required to comply with all the conditions of the approved Development Plan and Works Approval.
<p><b>Native Title</b> The proposed township plan is that it is not clear if the expansion activities are occurring on land where native title has not been extinguished under the Native Title Act 1993 (Cth) (NTA).</p>	City of Ballarat acknowledges this and will consider on a case by case basis as development occurs.
<p><b>Protecting town character</b> Community members have highlighted the importance of protecting the character of the town through requests for larger residential lot sizes.</p>	The large lot character of Miners Rest North is proposed to be managed through rezoning of General Residential Zone areas to Neighbourhood Residential Zone (apart from designated medium density in the town centre MUZ and area of GRZ to the south of Creek Street).
<p><b>Township growth</b> Suggested that the ‘quarry site’ together with the land presently subject to a Planning Permit application is strategically located to facilitate the achievement of the aims for the Miners Rest Township.</p> <p>The land south of Sharpes Road the area should be investigated for inclusion within a more suitable zone.</p> <p>Is the land supply assessment accurate/adequate?</p> <p>Request to proceed with proposed rezoning of 415 Cummins Road and Lot 1 Lindsays Road, as per Council resolution of 2011.</p>	<p>For the quarry land, discussions have commenced with the landholder to progress a solution /design for subdivision plans for the area to maximise environmental, aesthetic and functional benefits for residents.</p> <p>Council determined to review the planning controls of the land to the south of Sharpes Road through the northern growth area planning process.</p> <p>A conservative land supply assessment has been modelled on large lots (750m2), excluding constrained lots, e.g. flood affected, and expecting that ¼ of all available lots could be developed. This will be complemented by a future northern growth area that will be planned for over the next 5 years.</p> <p>Whilst the location of the parcels could offer a strategic, centrally located site that if developed for residential uses could assist with connecting and consolidating the township, considering the currently adopted Master Plan for the Ballarat airport, associated modelling of noise impacts assessed under NASF guidelines (see Attachments 6 and 7), and the availability of other land in the region to support residential housing supply (which is not encumbered by aircraft noise), a rezoning at this time cannot be strategically justified.</p> <p>This may be reconsidered at a time when there is certainty about future use and development of the airport, and the noise impact as assessed under the NASF guidelines is considered acceptable for a sensitive land use.</p>
<p><b>Airport</b> Ensure that the National Airports Safeguarding Framework (NASF) guidelines are used when assessing developments</p>	The plan includes the following action “As known changes to current or planned activities at the airport occur, ensure that airport planning controls are adequate to protect and safeguard the long-term operation of the Ballarat Airport”.

# Miners Rest Township Plan

PRIORITY ACTION PLAN





## What you said

The City of Ballarat is partnering with the Miners Rest community to deliver The Draft Miners Rest Township Plan. During the development of the plan, the community told us what they love, imagine and want to retain for Miners Rest.

*"ITS 'VILLAGE' FEEL. ITS SENSE OF COMMUNITY. ITS HISTORY."*

### LOVE:

- ♥ The country atmosphere and local environment of the town, with it being quiet and peaceful.
- ♥ The sense of community spirit, with diverse age groups, from young families to retirees.
- ♥ Close proximity to Ballarat but still feels like a country town.
- ♥ Being family-orientated and a positive place to raise children, as it is relaxed, safe and has a caring community.
- ♥ The open rural landscapes and wider views to Mount Rowan and towards the Pyrenees.
- ♥ The pub, supermarket, corner store and post office as positive town assets.
- ♥ Miners Rest provides country living with city access and being a 'satellite' community to Ballarat with no industry or commercialisation.

*"WOULD LOVE TO SEE THE MINERS REST TOWNSHIP EXPAND WITH SHOPPING FACILITIES AND CAFES."*

### IMAGINE:

- 🧠 Provision of more retail shops, cafes, chemist, doctors surgery etc.
- 🧠 Provision of a sporting hub including sports ovals, netball courts, bowling club, leisure centre, gym, swimming pool/waterpark, café etc.
- 🧠 Provision of improved park facilities including, paths and play equipment (swings, slides, toilet blocks, BBQ equipment, drinking taps etc.).
- 🧠 Development of more walking and bike tracks to connect different parts of the town, as well as Ballarat and the surrounding region (including from MacArthur Park into Miners Rest, and open Nelson Street past the quarry to connect to the school).
- 🧠 Implementation of better traffic management within and surrounding the town, including more formalised roads.
- 🧠 Provision of a true town centre/village centre to provide a focal point for the town.

*"I LOVE THE COUNTRY VILLAGE FEELING AND THE BEAUTY OF THE DOWLING FOREST RACECOURSE AND THE HORSES."*

### RETAIN:

- 😊 The rural nature, community focus and small town feel.
- 😊 The friendly, safe and thriving country feel.
- 😊 Parklands and open spaces.
- 😊 Large blocks, avoiding high-density housing.
- 😊 Existing commercial facilities.

You told us that you love the quiet and peaceful country town feel, with wide open views to the surrounding rural landscape, and its close proximity to Ballarat. You love that the town provides a family-oriented and diverse

community. You want to retain the rural nature and small town feel of Miners Rest, with large lot sizes, access to local commercial facilities, parklands and open space.

# Miners Rest Township Plan

## Aim and vision

### AIM OF THE PLAN

The Miners Rest Township Plan seeks to:

- Establish a long-term community vision for Miners Rest
- Develop a prioritised action plan and responsibilities for implementation
- Guide the City of Ballarat and other authorities to prioritise investment in the town
- Provide a sound basis for community and the City of Ballarat to apply for grants or lobby for funding
- Identify potential changes to the Ballarat Planning Scheme to implement land use planning actions to achieve the vision.

### VISION - MINERS REST IN 2040

- A family-orientated rural township with a friendly and inclusive community spirit
- A compact and contained township functioning as a separate 'satellite' settlement to Ballarat
- A rural township character which is positively influenced by the surrounding open rural landscape
- A township with ample commercial uses and activities to meet the day-to-day needs of the local community and businesses
- A vibrant, inviting and attractive township with well-designed, tree-lined streetscapes and pedestrian/cycling connections linking major community hubs
- A township recognised and celebrated for its significant equestrian industry
- A township with ample public transport options and the safe management of vehicle traffic.



## Key Priorities

- ✓ Town centre - a vibrant heart and main street
- ✓ Tree lined boulevard
- ✓ New, connected walking trails and Burrumbeet Creek linear parkland
- ✓ Expanded or new location for primary school
- ✓ New active sporting facilities
- ✓ Flood mitigation
- ✓ Burrumbeet Creek environmental improvement
- ✓ Identify areas for growth and new housing
- ✓ Manage change to keep the township character
- ✓ Further embrace and celebrate the equine industry and integrate into the township
- ✓ More local jobs and services



# Town centre - a vibrant heart and main street

- Create Creek Street as the main street of Miners Rest, as the place where people meet for a coffee, have something to eat, go shopping and have access to local services like child care and medical options (1)
- Upgrade the street to be a beautiful streetscape with trees, and areas for outdoor dining (1)
- Give it a unique character which gives businesses confidence to invest in the area
- Create a monument or public art installation to the local equine industry.
- Provide for medium density housing to provide options for people to live within easy walking access to the town centre.



Reference image for a vibrant heart and main street from Euroa. Source: Photo by Travel Victoria.



Consider the opportunity to create a new purpose-built main street connection to link IGA and the community park, with new frontages and purpose built public areas (2)



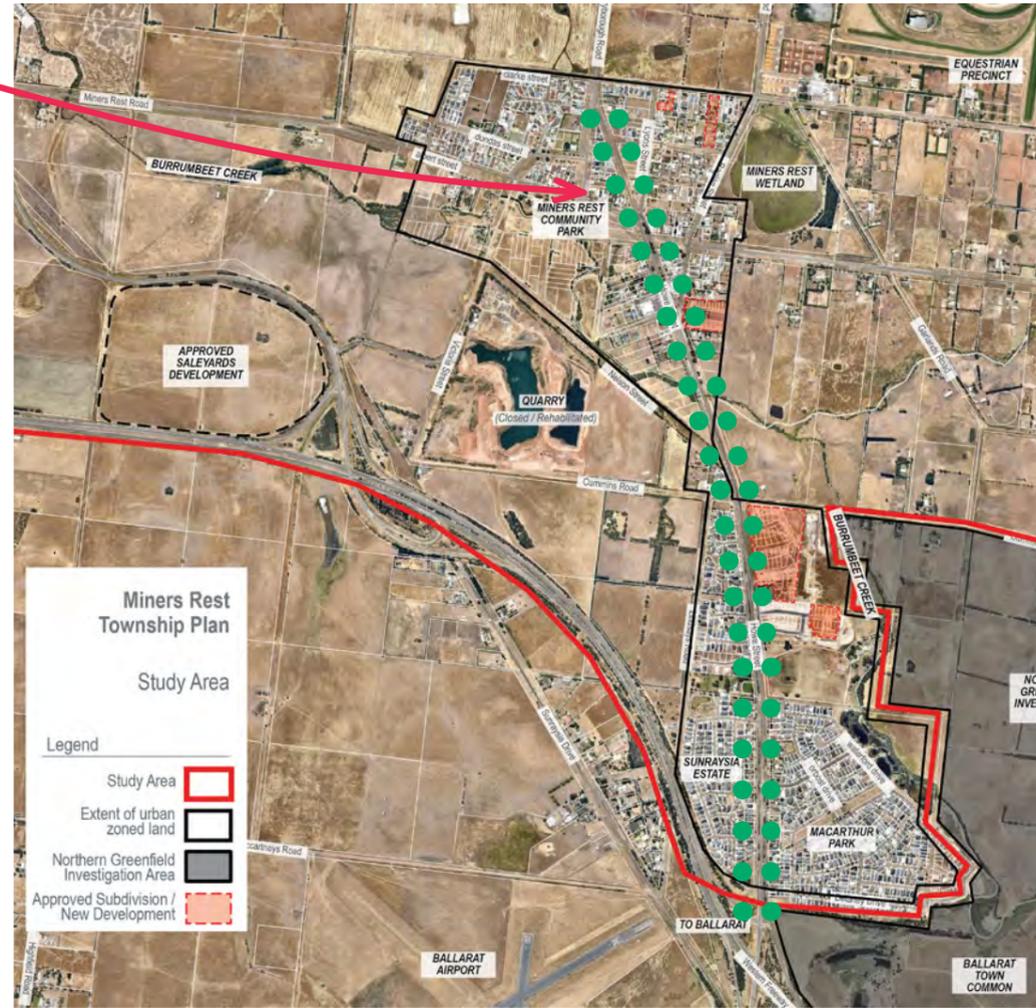
# Town centre - a vibrant heart and main street



# Tree-lined boulevard

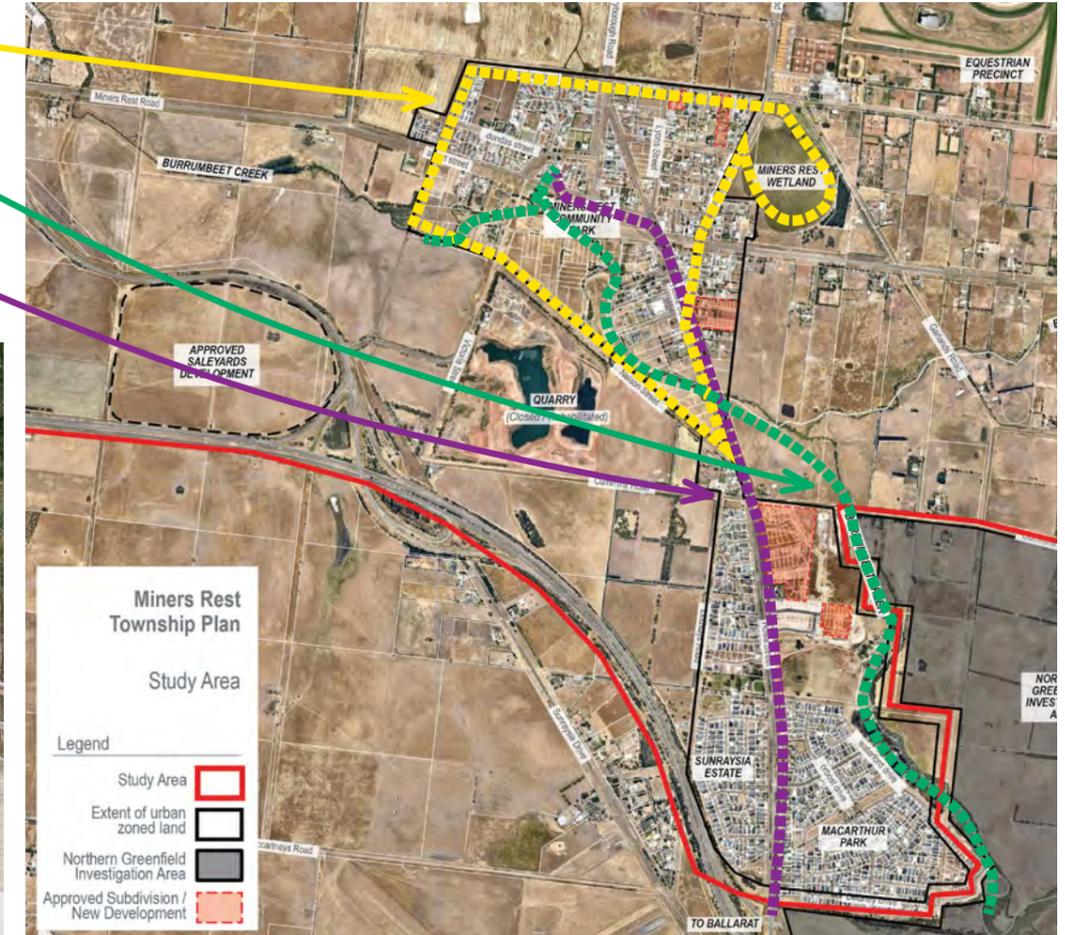
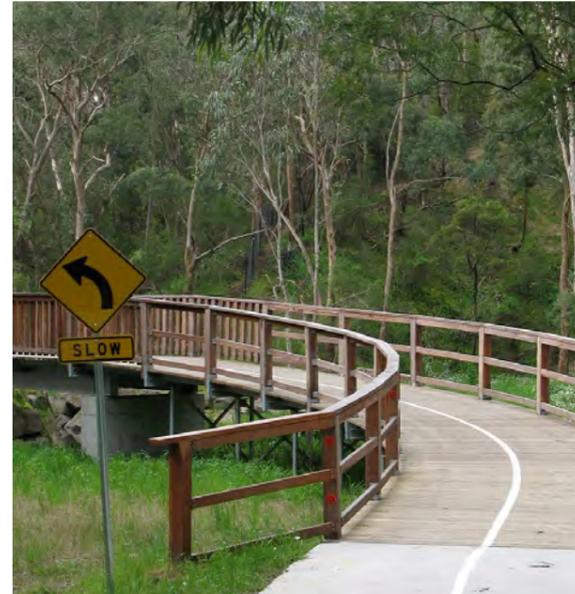
- Create a prestigious entry to the town by planting a tree-lined boulevard as a unifying feature.

Reference image for boulevard planting from Ballarat Avenue of Honour.



# New, connected walking trails and Burrumbeet Creek linear parkland

- A new 6km (approximate) trail walk loop for walking, riding, running and enjoying the township views and vistas
- Investigate mechanisms to create a continuous linear parkland along Burrumbeet Creek, linking Ballarat Town Common and Macarthur Park with Miners Rest by continuous trails and open space
- Upgraded walking/cycling trail connection to Lucas, Wendouree and Ballarat CBD.



# Expanded or new location for primary school

The community and school have successfully lobbied for State Government funding to upgrade the Miners Rest Primary School.

This project is being led by the State Government in partnership with the school and community.

The redeveloped school will provide accessible community sports facilities.

It has not been confirmed whether the school will be upgraded on the current site or alternative site.

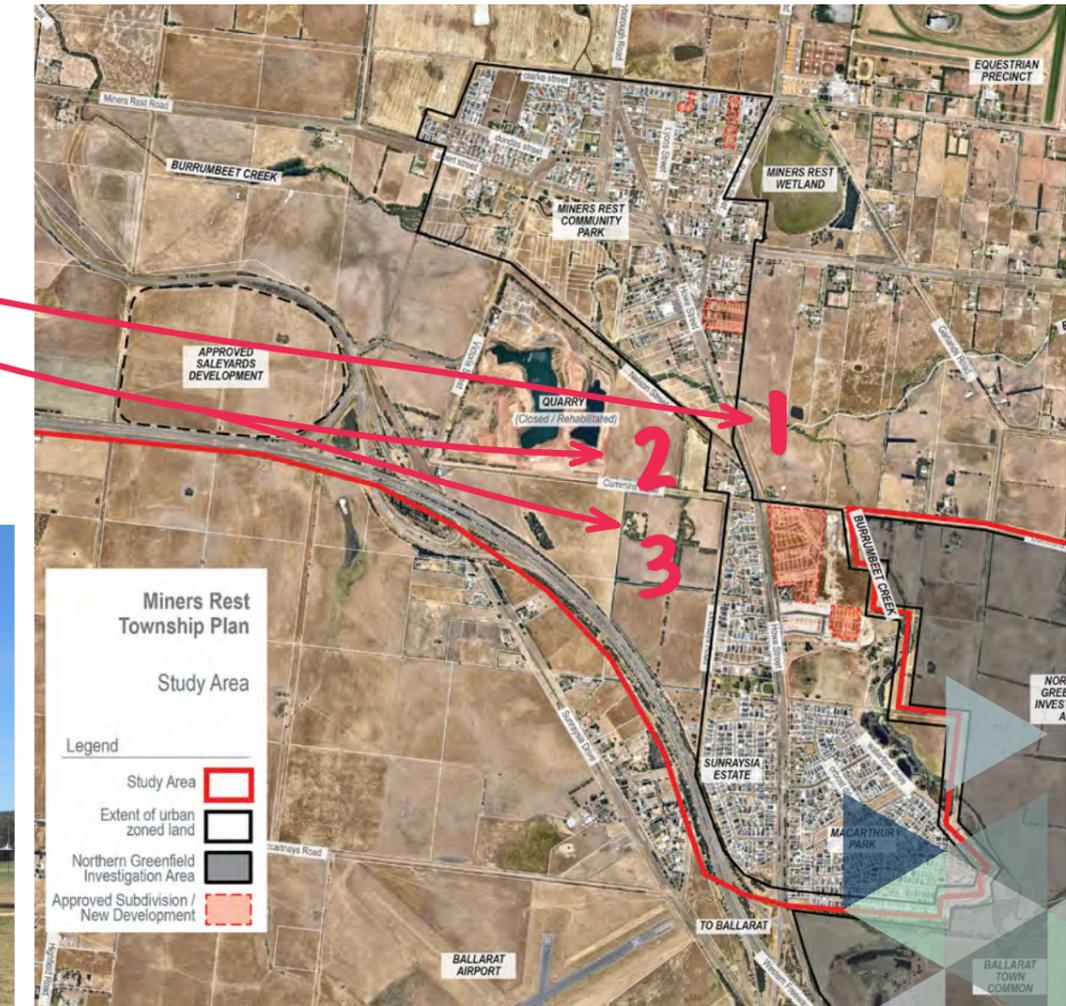
If required a new site should provide safe and easy access for the community, have adequate parking, good linkage to parkland/passive open space and community facilities, be highly visible and have low levels of vegetation removal.



# Provision of active sporting facilities

- The City of Ballarat to acquire land for centrally located local scale active sports field (1) and linear parkland and trail along Burrumbeet Creek
- Stand alone new centrally located local scale active sports field (2 and 3).
- The exact facilities will be determined through engagement and in response to demand at the time, and will need to complement future provision in the northern growth area.

Reference image for a future active sports facility.

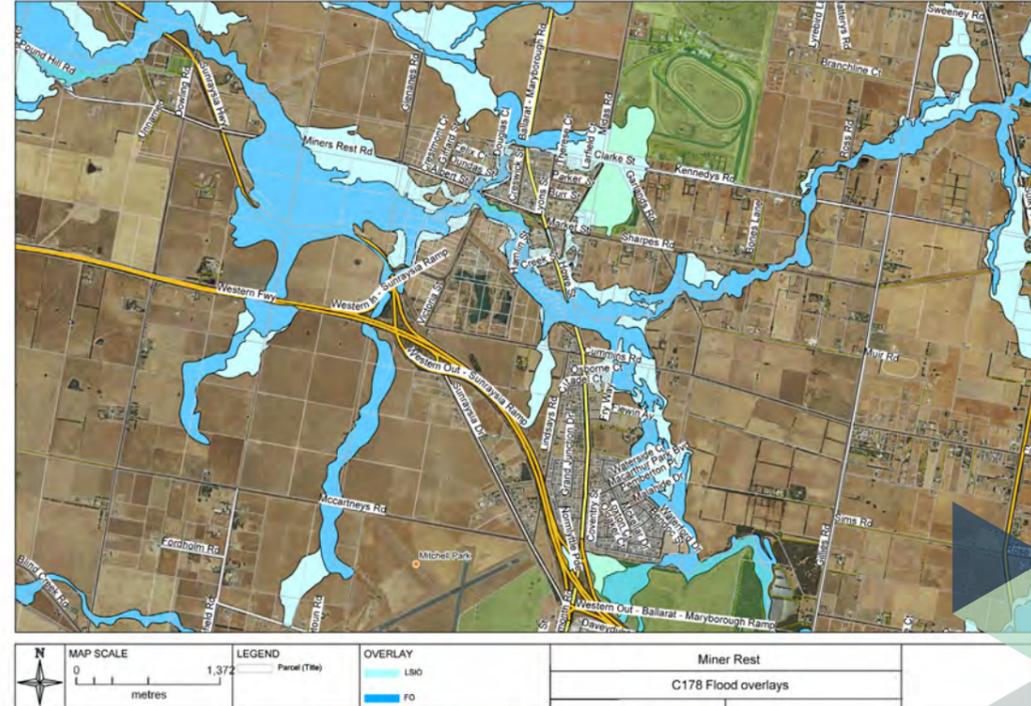


# Flood mitigation

## Short-medium term opportunities

- Develop a strategic flood mitigation plan, and associated implementation plan, with consideration of an integrated solution that includes creek rehabilitation
- Investigate opportunities for flood mitigation in the development of any linear reserve along Nelson Street
- Where possible, ensure that any flood mitigation works provide multiple benefits such as open space, improved creek function and environmental health
- Seek funding and implement the strategic flood mitigation plan as funding becomes available
- Protect land identified as flood prone from further development
- Following implementation of flood mitigation works, review and update the planning scheme controls that relate to flooding.

Source: Ballarat Planning Scheme Floodway Overlay & Land Subject to Inundation Overlay (Amendment C178).



# Burrumbeet Creek environmental improvement



- The City of Ballarat to collaborate with the community, landowners, Wadawurrung/Wathaurung Aboriginal Corporation, DELWP and Glenelg Hopkins Catchment Management Authority to develop a creek rehabilitation and environmental protection and management program.
- Undertake works on the City of Ballarat managed land to improve function of and environmental benefits along Burrumbeet Creek.



# Manage change to keep the township character

- Protect the picturesque landscape setting of the town and views to surrounding farming land and volcanic cones
- Protect the township character by rezoning the area of General Residential Zone land in Miners Rest north to Neighbourhood Residential Zone with character controls.
- Update the Miners Rest local policy in the Ballarat Planning Scheme to provide clear guidance on preferred type, format and location of future residential development
- Undertake heritage assessments of designated 'sites of potential heritage significance' to determine if formal heritage protection is warranted
- Promote Aboriginal and European cultural history of the town and region.



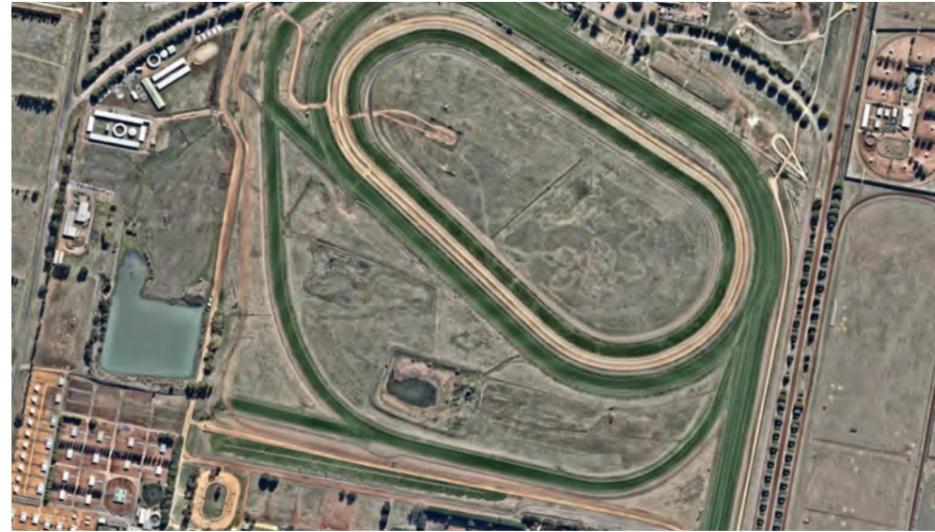
# Identify areas for growth and new housing

- Encourage development within the township boundary (approximately 12 years of infill potential and newly subdivided land)
- Council is proceeding with planning for a northern growth area, which needs to be designed to complement the township of Miners Rest
- Encourage medium density housing in the town centre where people can live within easy walk to local shops and services and people can access a range of housing choices as their personal circumstances change over time
- Long-term - Investigate potential for development of the quarry site as a unique offering, subject to feasibility including a noise study
- Key priority - Protect the long-term functional operations of Ballarat Airport.



# Further embrace and celebrate the equine industry and integrate into the township

- Promote, celebrate and tell the stories of the local equine industry and personalities in the town centre of Miners Rest by installing a monument or public art, in consultation with the community and key stakeholders
- Provide safe horse access to the Ballarat Turf Club by constructing access tunnels along Kennedys and Midas Roads, and install traffic calming measures throughout the precinct
- Install interpretive signage to raise awareness that people are moving through an equine precinct
- implement the findings of the Dowling Forest Precinct Planning Controls Review (October 2019)
- Investigate the potential location of a bridle track for horse riding/training.



Adam Lindsay Gordon riding horse at Dowling Forest racetrack, T H Lyttleton, 1869.



# More local jobs and services

- Develop the town centre to include a range of local shops and services for residents and workers in local industries
- Encourage development of a medical centre and associated pharmacy, bakery and cafes
- Encourage the growth of retail and commercial activities, agribusiness and the equine industry.



# For more information

The Miners Rest Township Plan and Priority Action Plan outlines what you have told us is important to consider for the future of Miners Rest, what we have learnt about the area and what needs to happen to ensure that the future of the area achieves community aspirations.

For more information about the Miners Rest Township Plan, go to [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au) or contact [strategicplanning@ballarat.vic.gov.au](mailto:strategicplanning@ballarat.vic.gov.au)



**10.2. AIRPORT BUSINESS CASE AND FEDERAL FUNDING APPLICATION**

**Division:** Infrastructure and Environment  
**Director:** Terry Demeo  
**Author/Position:** Natalie Robertson - Executive Manager Development Facilitation

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Note the Report and Business Case for the runway extension.**
- 2. Authorise the Chief Executive Officer to submit an application to the Regional Airports Fund for \$5m towards a \$10m first stage of the Ballarat Airport runway upgrade project.**
- 3. Make a forecast budget allocation of \$5M in the 2020/21 Council Budget as matched funding for the application to the Regional Airports Fund contingent on the application being successful.**

**EXECUTIVE SUMMARY**

The Ballarat Airport (the Airport) has been recognised as a key strategic asset for Ballarat and the broader region in multiple strategic programs as a major transport hub for over a decade.

With the opportunity to pursue federal funding a specific business case in relation to the runway extension as a single infrastructure item has been prepared. Submissions are due mid-December 2019 with the outcome of the application expected to be known by mid-2020.

In light of the significant strategic support for this airport asset to be developed and fully utilised, along with the justification for the specific runway upgrade as detailed within the attached business case, it is recommended that Council formally pursue the federal funding opportunity for the runway extension. Further, it is recommended that Council commit, on a contingent basis, to an allocation of \$5M in the 2020/21 budget year.

**RATIONALE****Background**

The Ballarat Airport has had a significant strategic history in respect to the status of the airport and the potential to service the broader region in multiple strategic position statements over recent years.

**Ballarat Airport Master Plan 2013 - 2033**

- Sets the 20 year horizon for the airport

**Council Plan 2017 - 2021**

- Ballarat Aviation Emergency Service Hub (BAESH) operating at the Ballarat Airport

**Economic Program 2015 - 2019**

- Optimise economic potential through targeted investment, including development of the BAESH and related industry

**Ballarat Airport: Economic Analysis and Investment Opportunity Study (2011)**

- The business case underpinning the Master Plan

**Regional Strategies - since 2007 until today**

In summary, the Ballarat Airport has been recognised as a strategic asset for the broader region in both local and regional strategies and programs for many years. These strategies recognise and support an investment into the Airport to allow it to fulfil a truly regional function in the longer term.

**Options Moving Forward**

The Master Plan for the Ballarat Airport outlines the following options for the future.

[Ballarat Airport Master Plan 2013-2033 \(refer pp 33 – 43\)](#)

**5.3 Development Options and Impacts**

The Ballarat Airport Economic Analysis and Investment Opportunity Study sets out three broad development options for the Ballarat Airport based on an assessment of the airport's constraints, global and domestic aviation trends, and Ballarat Airport's competitive advantages. These options are:

- Commercial GA Focus
- Sports Aviation, Tourism and Heritage Specialism
- Diversified (Non-Specialist) GA Growth

← **Recommended approach**

In addition to the three options identified by Essential Economics there are two further options which should be considered. They are "Organic Growth" and "Go for Broke".

This option is reliant upon achieving a runway length of 1,800 – 2,000 metres in order to facilitate the range of general aviation business opportunities envisaged. The option is about making Ballarat Airport a key economic and transport driver for Ballarat and the broader region.

**Limitations on Growth**

The current approximately 1,200 metre long runway is a significant inhibitor to larger aircraft and therefore enhanced business and economic opportunities.

## Council's current airport policy platform – Infrastructure

Table 3 - Typical Aircraft Types<sup>1</sup>

Ballarat Airport Master Plan 2013-2033

20 year vision is to expand aviation business interest at the airport by catering for CODE 3C aircraft



Aircraft	Seats	ARFL (m)	MTOW (kg)	ACN <sup>2</sup>	CODE
Dash 8-300	50	1122	18642	10	2C
Dash 8 Q400	70	1354	29347	16.5	3C
Jetstream 31	18	1440	6950	4.4	3C
ATR 72-600	50	1165	21566	12	3C
SAAB-340	35	1220	12370	5.7	3C
Metro III	19	991	6577	4	2B
Metro 23	19	1341	7545	4	2B
Challenger 604	12	1780	21617	13	3B
Hawker 900	8	1513	12700	7	3B
Learjet 55	8	1292	9298	6	3A
B737-800	180	2256	70535	46	4C
A320-200	180	2058	72000	40	4C

## Council's current airport policy platform – Infrastructure

Ballarat Airport Master Plan 2013-2033

- Current runway is too short and not strong enough to support planes any larger than what we currently have
- Existing Master Plan vision for growing freight / passenger services above 8 seats is not possible without upgrade

Currently Ballarat Airport is restricted to aircraft below 5,700 kg MTOW.

Table 4 – Length of Main Runway at Regional Airports

Airport	Length of Main Runway
Ballarat	1245m (potential to recommission to an 1800m)
Latrobe	1430m
Mount Hotham	1460m
Swan Hill	1495m
Mount Gambier	1524m
Bendigo	1600m (new runway with ability to be extended by a further 250m)
Portland	1616m
Covra	1630m
Wangaratta	1640m
Parkes	1684m
Hamilton	1704m (extended from 1404m)
Dubbo	1708m
Flinders Island	1720m
Wagga Wagga	1768m
Wollongong	1819m
Mildura	1830m
Albury	1900m
Tamworth	2200m

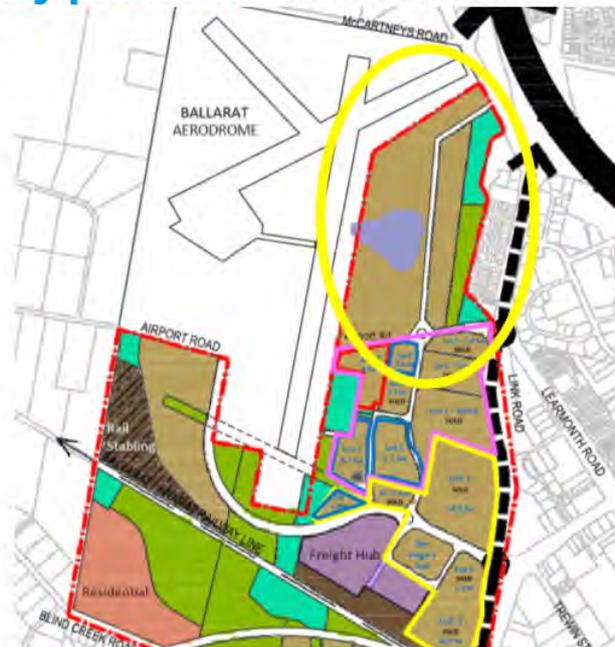
As detailed in the tables above the Ballarat Airport is currently well below the required length to service a regional City in comparison to our Victorian and New South Wales counterparts. Further, and more specifically, the current length of the runway severely limits the aircraft that can use the runway which logically translate to the limited business growth opportunities in both transport and in the potential to grow the servicing and maintenance of the general aviation fleet where there is substantial economic benefit to be achieved.

Specifically, in relation to the 160 hectare freehold title which Council owns (the Airport) and the substantive area of the Ballarat West Employment Zone (BWEZ) will be severely prejudiced in achieving the economic outcomes envisaged without the investment into an extended runway.

## Council’s current airport policy platform – Investment

### BWEZ Development Plan (July 2018)

- Parcels in direct airport access sub-precinct not yet released for sale
- Current sales providing cash-flow for release of aviation related lots
- Passenger & freight aviation related businesses targeted in BWEZ Marketing



### Development / Management Options

#### Guidance Required – Commercial and ownership options

	Options	Pros	Cons	Comparison	~Cost
	<b>#1 – (Current situation) Council owned &amp; run [Maintenance focus]</b>	<ul style="list-style-type: none"> <li>• Low financial risk</li> </ul>	<ul style="list-style-type: none"> <li>• Restricted activity</li> <li>• Sub-commercial return</li> </ul>	<ul style="list-style-type: none"> <li>• Most regional airports</li> </ul>	<ul style="list-style-type: none"> <li>• Net \$150,000</li> </ul>
Retain →	<b>#2 – (Current situation) Council owned &amp; run [Commercial Manager]</b>	<ul style="list-style-type: none"> <li>• Implemented quickly</li> <li>• Affordable</li> <li>• Base for future investment</li> </ul>	<ul style="list-style-type: none"> <li>• Gains could be gradual</li> </ul>	<ul style="list-style-type: none"> <li>• Tamworth</li> </ul>	<ul style="list-style-type: none"> <li>• + \$120,000</li> <li>• -\$150,000</li> </ul>
	<b>#3 – Company run [CoB sole shareholder or multiple s/holders]</b>	<ul style="list-style-type: none"> <li>• Keep development control</li> <li>• Low risk of community resistance</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial capital investment required</li> <li>• Level financial risk to Council</li> </ul>	<ul style="list-style-type: none"> <li>• Gladstone</li> <li>• Newcastle</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	<b>#4 – Strategic Partnerships with existing airport (e.g. Avalon)</b>	<ul style="list-style-type: none"> <li>• Facilitate investment</li> <li>• Limited Council financial investment</li> <li>• Some control over development</li> </ul>	<ul style="list-style-type: none"> <li>• Limited <u>long term</u> certainty</li> <li>• Untested</li> </ul>	<ul style="list-style-type: none"> <li>• Uncommon</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Divest →	<b>#5 – Long-term lease to commercial interest</b>	<ul style="list-style-type: none"> <li>• Facilitate investment</li> <li>• Removes financial risk to Council</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced control of strategic direction &amp; timings</li> <li>• Potential community resistance</li> </ul>	<ul style="list-style-type: none"> <li>• Sunshine Coast</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

The Master Plan identifies the abovementioned preferred options which again is dependent on an extended runway to be able to achieve the anticipated positive outcomes.

The benefits of the new runway are substantial around:

- Enhanced operation
- Economic benefits
- Building on current airport strengths including the established maintenance and servicing business and the substantive land area available to deliver commercial outcomes (unlike metropolitan facilities which are substantially constrained)

A specific business case for the extension of the runway has been prepared by Urban Enterprises which further specifies the economic benefits to be derived. The business case is attached and provides an explanation of this significant short and longer term opportunities which can be realised with an extended runway. The business case has been constructed having interviewed significant local interested parties who have indicated genuine confidence in expanded investment with a new runway facility. Further, the case study and external environment analysis which has been undertaken by the consultants provides additional confidence in the investment landscape and economic benefits which would be derived with the expanded runway infrastructure.

### **Federal Funding Opportunity**

The Regional Airports Program was listed in the Federal Government 2019-20 Budget as a four year \$100M program to provide assistance to the owners of regional airports to undertake essential works, promoting aviation safety and access for communities. The first round of this is currently open with \$45M in total available with a maximum of \$5M applied to each application. Applications are assessed on demonstrated need for the project, capacity, capability and resources of applicants to deliver the project, and the impact and benefit of grant funding to projects.

The Ballarat Airport Master Plan 2013-2033 recognises the current length and grade of the runway as a limiting factor to future development opportunities at the Airport as it restricts the capacity of the asset to take certain types and volumes of aircraft. The Master Plan recommends the extension of Runway 18/36 by up to 555m as an essential component of the long-term plan for the Ballarat Airport.

Previous feasibility studies recognised the strategic location of the Ballarat Airport in relation to the rest of the state, and to the recently developed Ballarat West Employment Zone. A Ballarat Aviation Emergency Service Hub was scoped to optimize the economic and social potential of the airport. Several project options were costed with them all requiring significant investment from Council and other partners.

### **Match Funding**

In order to achieve the potential \$5M funding from the Federal government, Council will need to commit, on a contingent basis, \$5M to match the Federal government grant. It is recommended that Council commit to the funding application with a contingent commitment to provide for a \$5M allocation in the 2020/21 budget to provide for the total budget funding of \$10M.

### **Project Delivery**

The project delivery would be managed by the City of Ballarat with appropriate civil contractors to construct as a first stage of the overall Airport redevelopment the southern section of the runway across Airport Road in accordance with the adopted BWEZ and Ballarat Airport master plans. This work can be undertaken concurrently with airport operations to deliver the lengthened runway as a first stage of the overall upgrade.

The project has been costed to give certainty that this overall project budget of \$10M can deliver this runway to a length of 1,980 metres.

In addition to this Airport runway construction cost, Council would need to fund a temporary upgrade to McCartneys Road to provide an alternate access to the airport in advance of the development of the overall road network within the Ballarat West Employment Zone which will ultimately deliver road access to the western side of the runway.

**Prioritisation of this Project**

Clearly, a commitment of \$5M in the 2020/21 budget will impact on the potential to advance other priorities.

As detailed within the attached business case prepared by Urban Enterprises, there is a strong economic case for this investment which will deliver the ability to commercialise the current airport operations and unlock the potential of the overall site and adjacent BWEZ land. This in and of itself is considered appropriate justification to elevate this project as a priority in the ensuing budget year. Further, the availability of the federal funding at this point is a significant factor in the recommended approach to pursue this project immediately.

With the Federal government position reallocating potential Regional Development Infrastructure Funding to drought and bushfire priorities, the opportunity to pursue any funding from the Federal government will be very limited.

**Impact of Airport Operations**

It is recognised that the airport's operations have the potential to impact on surrounding areas and with an extended runway facility the planning and related controls will need to be updated to appropriately manage matters.

**Recommended Approach**

Having regard to the detailed explanation within the body of this report and the background strategic studies, along with the attached business case prepared by Urban Enterprises, it is recommended that Council commit to pursuing the federal funding for the airport runway extension and provide for contingent budget in the 2020/21 financial year as much funding to support this grant application.

**LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021

**REPORTING AND COMPLIANCE STATEMENTS**

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	Yes
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	Yes	Yes
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

**Human Rights** – It is considered in the event that the application for funding is successful this will transform the utilisation of the airport and as such the impact on surrounding areas from a human rights perspective is a relevant consideration as identified in the *Charter of Human Rights and Responsibilities Act 2006*.

This will inform the broader management regime for the airport ongoing.

**Social/Cultural** – Ballarat Airport is clearly a significant part of the community and is recognised as such in Council’s adopted policy. An extended runway will deliver enhanced connectedness for Ballarat and the broader region.

**Environmental/Sustainability** – All environmental management issues will be dealt with through the project delivery phase if the application for funding is successful.

**Economic** – There is recognition of the benefits of an extended airport runway is likely to continue to support and attract jobs and economic development. As detailed within the business case, there is strong investment commitment from both internal existing Ballarat businesses and broader investment.

**Financial/Resources** – If successful in the funding application the project will be managed with a combination of internal civil construction expertise and requisite civil aviation consultants where required. The funding opportunity provides for an element of project management expenditure which can be capitalised across the delivery of the project.

**Risk Management** – There is no risk to Council to advocate for funding to assist in the development of the extension to the Ballarat Airport runway. There is greater risk in accepting a status quo and failing to consider mechanisms to improve the infrastructure at the airport. The project will be the subject of a detailed risk analysis and risk management plan if the funding application is successful.

**Implementation and Marketing** – Following a decision, the funding application will be submitted and, depending on its success and in association with the recommendations of the Business Plan, the community and stakeholders will be engaged on the future process.

**Evaluation and Review** – As is the case with all funding applications, the success or otherwise of the funding request will be evaluated to inform further applications moving forward.

## **CONSULTATION**

The benefits of a runway upgrade were based on analysis to date, as well as consultation with key stakeholders, including similar airports and businesses as identified.

## **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **REFERENCE DOCUMENTS**

## **ATTACHMENTS**

1. Ballarat Airport Runway Upgrade Business Case Draft Report v1 [10.2.1 - 46 pages]

CELEBRATING  
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YEARS  
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# BALLARAT AIRPORT RUNWAY UPGRADE BUSINESS CASE

**DRAFT REPORT**

CITY OF BALLARAT | NOVEMBER 2019



[www.urbanenterprise.com.au](http://www.urbanenterprise.com.au)

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**FILE**

Ballarat Airport Runway Upgrade Business Case v1

**VERSION**

1

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# EXECUTIVE SUMMARY

## OVERVIEW

Urban Enterprise has been engaged by the City of Ballarat (Council) to prepare a Business Case for an upgrade to the Ballarat Airport primary runway (runway 18/36). The project was highlighted in the Ballarat Airport Master Plan 2013-2033<sup>1</sup> and is considered by Council to be a critical component for the future viability of the airport.

The aim of this report is to help Council form a high-level view in support of the runway upgrade and provide justification for funding this project.

As such, the key findings and recommendations from this project are intended to be high-level and exploratory in nature and are based on a combination of desktop research, case study analysis and stakeholder consultation. The scope excludes a detailed market assessment/market research to support the findings, therefore, the recommendations should be used to inform additional future work (as required) to determine the project's feasibility and financial viability.

## BALLARAT AIRPORT

Ballarat Airport is an important strategic and economic asset for the region, providing an aviation and commercial role for the community, Council and industry.

Its value to the region is significant, generating \$10 million in output per annum and commercial businesses on-site employing 90 FTE. The airport also provides an important cultural and heritage role to the community, as it is used by the Ballarat Aviation Museum and several community groups.

The airport's existing facilities are suitable for current operations. However, there are significant commercial and aviation opportunities that the airport could realise – via infrastructure improvements – to support long-term growth.

The state of the primary runway is identified as a major weakness limiting future growth in aviation and commercial activities. Therefore, upgrading the runway could expand airport operations and stimulate economic activity for the region. The potential benefits of upgrading the runway, both for the airport and regional economy, are explored in this report.

## PROJECT DETAILS

Runway 18/36 is a code 3C runway and is currently 1,245 metres long, 30 metres wide and has a maximum take-off weight (MTOW) restriction of 5,700kg. Council has, identified the following upgrade option designed to both extend the primary runway and increase pavement strength.

- Extend the runway to 1,980 metres in length; and
- Increase the pavement strength to a MTOW of 20,000kg.

The estimated capital cost for this project is \$22.5 million, which Council proposes is funded equally through Federal Government (via the Regional Airports Program), State Government<sup>2</sup> and Local Council (\$7.5 million each).

## CASE STUDY ANALYSIS

Urban Enterprise examined four comparable regional airports to benchmark the aviation services and operations that can be attributed to the quality of the runway infrastructure, particularly runway length and pavement strength.

The purpose of this analysis is to assist Council in identifying aviation potential and service role opportunities for Ballarat that could be facilitated by an upgraded runway. Table T1 provides a summary of the airport case studies. Upgrading the runway at Ballarat will meet or even exceed the primary runway specifications of the comparable regional airports (see shaded rows).

<sup>1</sup> The runway extension was first identified in the preceding master plan for Ballarat Airport (2004-2014).

<sup>2</sup> State Government funding may require development of a 'long-form' Business Case (that meets treasury requirements).

**T1. AIRPORT CASE STUDIES SUMMARY TABLE**

Airport	Runways				Key Aviation Uses	Airport Fees?	Aircraft Movements (per annum)
	Name	Size (L x W)	MTOW <sup>3</sup>	Code			
Bendigo Airport	17/35	1,600m x 30m	Greater than 18,000kg	3C	<ul style="list-style-type: none"> <li>Regional Passenger Transport Services</li> <li>Emergency services;</li> <li>Freight Operations</li> <li>Flight Training</li> </ul>	Proposed (Landing/ Parking/ Passenger)	20,000 (approx.)
	05/23	767m x 18m	np	1A			
Wangaratta Aerodrome	18/36	1,640m x 30m	Approx. 12,000kg	3C	<ul style="list-style-type: none"> <li>Emergency services;</li> <li>Recreational/Tourism Aviation;</li> <li>Repair, Maintenance, Fabrication,</li> <li>Charter/Corporate Flights</li> <li>RAAF flights</li> </ul>	N/A	10,000
	09/27	530m x 18m	np	1B			
Albury Airport	07/25	1,900 x 30m	Greater than 5,700kg	3C	<ul style="list-style-type: none"> <li>Regular Passenger Transport Services</li> <li>Freight Operations</li> <li>Charter/Corporate Flights</li> <li>Emergency Services (inc. LATs)</li> <li>Flight Training</li> </ul>	Yes (Landing & Parking)	8,388
Mildura Airport	09/27	1,830m x 45m	Greater than 5,700kg	4C	<ul style="list-style-type: none"> <li>Regular Public Transport Services</li> <li>Emergency Services (inc. LATs)</li> <li>Freight Operations</li> <li>Flight Training</li> <li>Military Aircraft</li> </ul>	Yes (Landing & Parking)	7,331
	18/36	1,139 x 30m	np	2B			

Source: Urban Enterprise, 2019.

The primary runway specifications of the comparable airports of Bendigo, Albury and Mildura, facilitate a larger range of aviation-related activities, including RPT services, commercial freight, corporate/charter flights, larger emergency services (including LATs) and flight training.

In addition, the airports that operate RPT services also generate additional revenue through airport fees, including landing, parking and passenger fees. These fees are typically used to contribute to ongoing maintenance and operational costs for Council.

With Council looking to upgrade the runway so that it is either meets or exceeds the specifications of comparable airports – in terms of length and strength – there is a clear opportunity for Ballarat to significantly expand its aviation-related operations (and increase revenue sources).

<sup>3</sup> Where the exact MTOW restrictions is not known, a range or estimate was provided in published planning documents.

## RUNWAY UPGRADE OPPORTUNITIES

The airport is a critical asset for the Council and community that can be better utilised, via a runway upgrade, to generate broader economic and financial benefits.

This includes a range of strategic aviation-related opportunities, complemented by significant commercial opportunities, that can help stimulate business activity, investment and create more jobs and economic output within the region. The benefits of the project can be categorised as follows (and are outlined in Figure F1):

- Aviation opportunities. Expanding aviation operations through the ability to receive larger aircraft.
- Commercial opportunities. The potential business and commercial benefits – to industry and Council – that could be realised through improvements to airport infrastructure and increases in aviation activity.

### F1. SUMMARY OF RUNWAY UPGRADE OPPORTUNITIES

Aviation Opportunities	Commercial Opportunities:
<ul style="list-style-type: none"> <li>• Introduce RPT Services</li> <li>• Expand emergency services</li> <li>• Expand flight training operations</li> <li>• Commercial freight opportunities</li> <li>• Expand corporate &amp; charter flight operations</li> </ul>	<ul style="list-style-type: none"> <li>• Increase aircraft servicing</li> <li>• Increased business investment (inc. BWEZ)</li> <li>• Generate increases in rental revenue</li> <li>• Generate increases in landing/parking fee revenue</li> </ul>

The opportunities examined throughout this section are unlikely to be introduced/catalysed without the necessary infrastructure improvements. If achieved, this project can help improve the viability and status of the airport, which is at risk of being outdated and not fit-for-purpose.

## FINANCIAL AND ECONOMIC IMPACTS

This project has the potential to generate significant financial and economic benefits for Council and the Ballarat region, including increasing Council revenue, generating employment and increasing economic output.

The benefits are attributed to the construction of the runway upgrade, as well as the aviation and commercial opportunities identified with operation. These are summarised below, based on quantification of the following:

- RPT services;
- Aircraft servicing (MRO operations);
- BWEZ investment;
- Increases in rental revenue; and
- Increases in airport fees.

### T2. SUMMARY OF FINANCIAL AND ECONOMIC BENEFITS

Phase	Revenue Impact	Job Creation*	Economic Output*
Construction	N/A	104	\$47.8 million
Operation (ongoing)	\$1.2 million	608	\$176.4 million

\* Direct and Indirect

**Importantly, generating annual revenue of \$1.2 million per annum would enable Council to return the project's capital investment (of \$7.5 million) within 6.5 years of operation.**

While it is expected that other opportunities – flight training, freight, corporate/charter services – are likely to stimulate the regional economy (through business investment, job creation and economic output), further research is required to quantify these benefits.

## SUMMARY OF KEY FINDINGS AND STRATEGIC CONSIDERATIONS

The research confirms that the runway upgrade project has the potential to promote better utilisation of the airport asset and generate significant financial and economic benefits, through:

- Expansion of aviation activities; and
- Commercial opportunities for Council, businesses and airport operators.

As identified through the case studies and consultation with key stakeholders, the range of opportunities explored in this report are unlikely to occur without significant improvements to the runway infrastructure. Therefore, the upgrade is a critical project by Council to improve the sustainability and viability of the airport.

However, the establishment of appropriate runway infrastructure is but one element to facilitating airport and commercial growth. Airports typically do not operate on a 'build it and they will come approach'. As such, the opportunities included in this report should be viewed as aspirational, as they are determined by several additional factors, including (but not limited to):

- Market demand and general aviation industry trends;
- Additional infrastructure requirements, including enabling infrastructure (taxiways, aprons, etc.);
- Government management decisions (e.g. DELWP is responsible for coordinating emergency management on a needs basis);
- The role of competing airports and understanding Ballarat's regional context; and
- Ability to meet administrative/legislative burdens such as inspections, maintenance, etc.

Therefore, further investigation is required to confirm the feasibility of the project and to quantify the impacts of the identified opportunities. It is recommended that Council undertakes additional research and analysis to confirm the project benefits and any other requirements, including (but not limited to): demand analysis, primary market research, preparation of a full business case, cost-benefit analyses, etc.

# 1. INTRODUCTION

## 1.1. OVERVIEW

Urban Enterprise has been engaged by the City of Ballarat (Council) to prepare a Business Case for an upgrade to the Ballarat Airport primary runway (runway 18/36). The project was highlighted in the Ballarat Airport Master Plan 2013-2033<sup>4</sup> and is considered by Council to be a critical component for the future viability of the airport.

This Business Case will examine the project's potential benefits in order to justify the capital spend on a lengthened and strengthened runway. The purpose of this report, therefore, is to assist Council's application for government funding from the Regional Airports Program, which is a competitive grant opportunity (with applications closing in December 2019).

## 1.2. SCOPE OF REPORT

The aim of this report is to help Council form a high-level view in support of the runway upgrade and provide justification for funding this project.

As such, the key findings and recommendations from this project are intended to be high-level and exploratory in nature, based on a combination of desktop research, case study analysis and stakeholder consultation. The scope excludes a detailed market assessment/market research to support the findings, therefore, the recommendations should be used to inform additional future work (as required) to determine the project's feasibility and financial viability.

## 1.3. PROJECT DETAILS

### 1.3.1. DEVELOPMENT OPTION AND FUNDING

Runway 18/36 is a code 3C runway and is currently 1,245 metres long, 30 metres wide and has a maximum take-off weight (MTOW) restriction of 5,700kg. The current runway length, pavement strength and quality of infrastructure are limiting factors for the range of aircraft operations and business activity at Ballarat Airport.

Council has, therefore, identified the following upgrade option designed to both extend the primary runway and increase pavement strength.

- Extend the runway to 1,980 metres in length; and
- Increase the pavement strength to a MTOW of 20,000kg.

An aerial image of the runways, including the proposed extension for the primary runway, is shown in Figure F2 (overleaf).

The estimated capital cost for this project is \$22.5 million, which Council proposes is funded equally through Federal Government (via the Regional Airports Program), State Government<sup>5</sup> and Local Council (\$7.5 million each).

<sup>4</sup> The runway extension was first identified in the preceding master plan for Ballarat Airport (2004-2014).

<sup>5</sup> State Government funding may require development of a 'long-form' Business Case (that meets treasury requirements).

## F2. RUNWAY EXTENSION AERIAL IMAGE



Source: Urban Enterprise, 2019

## 1.3.2. RUNWAY CAPABILITIES

A key driver of this project is to increase the capability of the airport to receive larger aircraft, including passenger and emergency services. It should be noted, however, that enabling some of the larger aircraft is dependent on the runway upgrade plus upgrades to enabling infrastructure (e.g. taxiways, aprons, etc.).

### PASSENGER AIRCRAFT

The Master Plan identifies the typical passenger aircraft types that could be supported by an upgraded runway. These are outlined in Table T3 (note: this list is not exhaustive).

T3. PASSENGER AIRCRAFT TYPES

Aircraft	Seats	Runway length requirements	MTOW
Dash 8-300	50	1,122m	18,642kg
Jetstream 31	18	1,440m	6,950kg
SAAB-340	35	1,220m	12,370kg
Metro III	19	991m	6,577kg
Metro 23	19	1,341m	7,545kg
Hawker 900	8	1,513m	12,700kg
Learjet 55	8	1,292m	9,298kg

Source: Ballarat Airport Master Plan 2013-2033

### EMERGENCY SERVICES

The project is also designed to enable larger firefighting aircraft to land at Ballarat Airport to provide a more effective response to fire-related emergencies. Based on discussions with Council and a review of the Master Plan, the runway upgrade will cater to Large Air Tankers (LATs), including:

- C130Q air tanker;
- Avro RJ85; and
- Convair CV-580.

Please note this list is not exhaustive and is provided as an example of the types of aircraft that could be facilitated by the runway upgrade.

#### 1.4. PROJECT BACKGROUND

This project was recommended in the **Ballarat Airport Master Plan 2013-2033** (the Master Plan) and aligns with the overarching vision for Ballarat Airport:

Ballarat Airport is a significant aviation facility servicing western Victoria which will be enhanced to support diversified aviation growth and provide tangible benefits for the community and economy of the region whilst respecting its cultural, historical and social values.

The runway upgrade is considered essential to achieve the Master Plan vision and facilitate the long-term growth of Ballarat Airport by helping to support the following aviation activities:

- Large firefighting/emergency services aircraft;
- Regular Passenger Transport (RPT) services;
- Larger commercial freight aircraft;
- A corporate aircraft operator and larger corporate/private charter services; and
- New aviation businesses to the airport.

This report will subsequently examine the probability of attracting these services and impact on commercial/business activity in the region.

This project is recognised in the Master Plan as the first stage of future airport development, in line with the recommendation to achieve diversified general aviation (GA) growth. This option encourages a broad mix of aviation uses at the airport, and the pursuit of discrete opportunities in response to market conditions. This involves highly managed infrastructure development at a higher rate than recently experienced and developing a diversity of GA and recreational uses.

#### 1.5. METHODOLOGY

The following methodology was applied for this Business Case:

- A review of key strategic contextual documents relating to the infrastructure project, particularly the Ballarat Airport Master Plan 2013-33.
- An in-depth review of Ballarat Airport, complemented by a site visit, to understand its operations, facilities and services. This includes a SWOT analysis of the airport to identify the opportunities for airport growth.
- Case study analysis of comparable regional airports to benchmark airport roles, services and operations that can be attributed to the runway infrastructure.
- Consultation with stakeholders to better understand the issues opportunities and benefits (inc. aviation and commercial benefits) associated with upgrading the runway. This included discussions with the following groups:
  - Regional Airports, including:
    - Bendigo Airport;
    - Avalon Airport
    - Wangaratta Aerodrome;
    - Albury Airport;
    - Mildura Airport; and
    - Lethbridge Airport
  - Key Businesses on-site or in the Ballarat region, including:
    - Westlab;
    - Gekko Systems;
    - Field Air; and
    - Aerovision.
- Identification of potential project benefits – including aviation and commercial benefits – and quantifying the economic benefits of the runway upgrade (where possible), including job creation, economic output and other direct and indirect economic benefits.
- An examination of other qualitative (i.e. social) impacts for the community and local businesses.

## 2. STRATEGIC CONTEXT

### 2.1. INTRODUCTION

This section provides the strategic and policy context for the project by highlighting Council's ongoing support for airport growth and infrastructure development.

The following summarises relevant documents that align with the project's strategic goals and objectives.

### 2.2. LOCAL GOVERNMENT POLICY

#### **BALLARAT AIRPORT: ECONOMIC ANALYSIS AND INVESTMENT OPPORTUNITY STUDY (2011)**

This report, prepared by Essential Economics, provides the economic analysis and advice to inform the preparation of the Master Plan (which was completed in 2013).

Accordingly, this study provides guidance on the long-term investment opportunities to enhance the value of the airport and identifies a set of strategic development options for Council's consideration.

More specifically, runway 18/36 was identified as a key development opportunity to cater to larger/heavier aircraft and expand the range of aviation activities. This has the potential to unlock future investment within the region and stimulate economic growth.

#### **BALLARAT AIRPORT MASTER PLAN 2013-2033**

This document is intended to guide the future development of the airport. As such, it sets out several strategic objectives to help achieve the vision to enhance and grow the airport. These objectives include:

- Protect the airport's primary function for aviation;
- Recognise the airport as a valuable community asset which has historical significance and plays an important economic role while accommodating emergency services and community clubs;
- Create positive gains for the community and economy by supporting aviation-related development on the site, particularly the growth of General Aviation;
- Allow appropriate development of surplus land;
- **Protect the option to extend Runway 18/36;**
- Ensure compliance with Civil Aviation Safety Authority (CASA) standards and requirements; and
- Ensure that future infrastructure upgrades and land development occur in a planned and orderly manner.

To realise these objectives, the Master Plan recommends the need to continue to protect and plan for a runway extension as essential for the long-term growth of aviation activity at Ballarat Airport. More specifically, the extension (and upgrade) of Runway 18/36 has been included in the Master Plan to provide for larger aircraft and other important reasons, including for:

- Large firefighting aircraft;
- A corporate aircraft operator;
- Attracting new aviation businesses to the airport; and
- Freight aircraft associated with an intermodal freight hub.

In addition, a larger runway would also be required to cater to a small-scale RPT service, if required in the future.

### **ECONOMIC PROGRAM 2015-2019**

The 2015-2019 economic program, prepared by Council, sets out a practical framework to guide economic development in Ballarat. To enable this, four platforms for growth were identified, including:

- Economic growth and transformation;
- CBD activation;
- Innovation; and
- Building capacity from within.

The platform to build capacity from within highlighted the economic potential of Ballarat Airport and how it can stimulate growth through targeted investment and development, particularly the ability to attract emergency services/firefighting aircraft.

As mentioned previously, this can be achieved through the runway upgrade project which would cater to larger aircraft.

### **COUNCIL PLAN 2015-2019**

The Council Plan is a strategic document outlining what the City of Ballarat will do to achieve Council's and the community's vision. This is built on prosperity, liveability, sustainability and accountability.

As part of the sustainability, which includes the enhancement of built assets (e.g. airport), a key objective is to attract emergency services/firefighting aircraft, which would again require a sufficient upgrade to runway 18/36 (amongst other infrastructure requirements).

### **2.3. KEY FINDINGS**

**The pursuit of the runway upgrade is an important project that supports recent Council policy and strategies. It has been suggested that this development will support the long-term growth of the airport and help realise the following benefits:**

- **Attract larger aircraft and expand airport operations;**
- **Accommodate larger emergency services aircraft to more effectively manage fires and improve capabilities for emergency management;**
- **Stimulate additional investment and commercial opportunities within the airport;**
- **Attract additional businesses and job opportunities; and**
- **Generate economic growth across the region.**

## 3. BALLARAT AIRPORT

### 3.1. INTRODUCTION

The following provides an overview of the current situation at Ballarat Airport, including current activities, facilities and services. The purpose of this is to better understand the capabilities of the airport to provide context for the proposed runway upgrade.

### 3.2. SITUATION ANALYSIS

#### 3.2.1. OVERVIEW

Ballarat Airport, which is owned and operated by Council, covers approx. 185 hectares and is located around 8km north-west of the Ballarat city centre and 108km north-west of the Melbourne CBD.

The airport is a busy regional airport that supports both aviation and non-aviation uses. The site currently accommodates a wide mix of beneficial activities including aviation businesses, recreational aviation uses, community clubs, heritage buildings and emergency services operations. Current activities at the airport are estimated to generate around \$10 million in economic output, as well as 90 direct and 308 indirect FTE jobs<sup>6</sup>. Ballarat is a key regional base for emergency service agencies including the Country Fire Authority, Ambulance Victoria and the Emergency Services Telecommunications Authority.

The site is currently identified as part of the Ballarat West Employment Zone (BWEZ), which is a long-term project designed to unlock land for industry, create new employment opportunities and stimulate the regional economy.

The airport site, including runways, facilities and development areas of the BWEZ, is shown in Figure F3.

F3. BALLARAT AIRPORT



Source: Urban Enterprise, 2019

<sup>6</sup> Ballarat Airport Economic Analysis and Investment Opportunity Study, Essential Economics 2011

### 3.2.2. AVIATION FACILITIES

#### RUNWAYS

The airport has three runways, summarised in the table below (note: this reflect current runway dimensions):

#### T4. BALLARAT AIRPORT RUNWAYS

Runway	Runway Length	Runway Width	Surface Type	Runway Code
Runway 18/36	1,245m	30m	Asphalt	3C
Runway 05/23	1,265m	30m	Asphalt	3C
Runway 13/31	568m	30m	Grass	1C

Source: Ballarat Airport Master Plan 2013 – 2033, 2013.

#### OTHER

In addition to these runways, the airport consists of the following supporting aviation facilities:

- One terminal
- Five taxiways;
- Two aprons, which serve as parking areas for aircraft;
- Fuel facilities; and
- A non-directional beacon

The airport also includes 13 hangars on-site that houses a variety of commercial and non-commercial operators.

### 3.2.3. AVIATION USES OF AIRPORT

The aviation uses at the airport is comprised entirely of GA activity, as there are no RPT services operating out of the airport at present. The GA activities undertaken at the airport includes:

- Flight Training. Ballarat is a high-density training airport for numerous flying organisations. Flight training accounts for approximately 67% of all aircraft movements at Ballarat Airport. Training for multi-crew, commercial, recreational and private pilot licenses, amongst other functions, are available.
- Emergency Services. The airport accommodates air ambulance and firefighting services. The airport is used by Air Ambulance Victoria and connecting road ambulances to collect or dispatch patients to the hospital from the airport three to four times per week. Significant firefighting activity is undertaken by Victorian Government agencies over the summer period. The Airport holds 150,000 litres of water underground. The Airport also occasionally provides refueling serves to Police helicopters.
- Charter Flights. Recreational, corporate and charter operations are available through several operators.
- Aircraft Sale and Hire. Aircraft of various sizes are available for sale and hire.
- Other Operations. Other services include Aircraft Storage, Aviation Museum, Aerial Imaging, Irrigation and Dry Land Aerial Spraying.

### 3.2.4. NON-AVIATION USES

The Ballarat Airport is by local clubs and community groups. This includes car rallies, show and shine events and equipment demonstrations. The Ballarat Aviation Museum and Friends of the Anson Air Museum are located at the Ballarat Airport and open to visitors.

### 3.2.5. AIRCRAFT MOVEMENTS

Table T5 shows aircraft movements over select years as provided by Council. From a peak of over 51,000 in 2010-11, movements declined by some 44% up to 2017-18 (to a total of under 30,000). This decline is attributed to some training operators moving to other regional airports.

The Master Plan estimates that the majority of movements – 67% – are for flight training purposes. This helps to establish flight training and training operators as the dominant aviation service working out of the airport.

#### T5. BALLARAT AIRPORT AIRCRAFT MOVEMENTS

Year	Movements	Change	% Change
2010-11	51,676		
2013-14	30,653	(21,023)	(41%)
2017-18	28,736	(1,917)	(6%)

Source: City of Bendigo, 2019

#### 3.2.6. AIRCRAFT MOVEMENTS FORECAST

Based on current airport infrastructure at the airport, the practical limit that can be managed is around 60,000 movements per annum. However, the 2017 Airspace Review by the CASA reveals the Ballarat City Council will keep movements capped at around 30,000 per year to avoid infrastructure and congestion issues.

#### 3.2.7. TENANCIES & EMPLOYMENT

The businesses operating within the airport help provide economic benefits through provision of services as well as employment generation. According to the Master Plan, there are 63 tenancies at the airport, including:

- Commercial (29);
- Community (23);
- Residential (3);
- Grazing (1); and
- Other (7).

The main commercial businesses successfully operating at airport are related to aviation uses. These include ST Aerospace Academy (STAA) flying school<sup>7</sup>,

<sup>7</sup> STAA accounts for approximately 50% of all aircraft movements.

Aerovision, Field Air, Composite Components, County Helicopters, Ballarat Aero Club, Inbound Aviation, and New Horizons Microlight School.

There are also some commercial tenants whose activities are not related to aviation.

#### 3.2.8. FINANCES

As is the case with most regional airports, Ballarat Airport operates at a loss. The most recent estimates provided by Council shows total operating costs at \$250,000 per annum<sup>8</sup>, compared to only \$102,000 in annual revenue. Council subsequently provides an annual subsidy totalling approx. \$150,000 per annum.

<sup>8</sup> Includes funding for a total of 1 FTE, comprising an airport manager (0.5 FTE) and reporting officer (0.5 FTE).

### 3.3. SWOT ANALYSIS

Figure F4 summarises the airport's strengths, weaknesses, opportunities and threats in the context of this project. This is designed to help articulate the future direction of the airport and opportunities for airport growth via the runway upgrade.

#### F4. BALLARAT AIRPORT SWOT ANALYSIS

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Large population base (and labour force based in Ballarat) and location within the city provides scope for increased airport demand.</li> <li>• Proximity to Melbourne provides the ability to cater for aviation overflow.</li> <li>• Large freehold site area and potential to expand.</li> <li>• Land available to extend runway 18/36. Therefore, the airport has the capacity to grow and meet additional demand through infrastructure projects such as the runway upgrade.</li> <li>• The emergence of BWEZ provides the opportunity to increase business investment and stimulate economic growth and job creation in the region.</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Proximity to Melbourne, whilst a strength, is also a weakness as it may cannibalise potential demand for aviation services and attraction of businesses.</li> <li>• The current length of runway 18/36 limits the expansion of aviation activities at the airport, particularly the ability to cater for larger/heavier aircraft.</li> <li>• In addition, the pavement strength of runway 18/36 (MTOW of 5,700kg) also restricts larger/heavier aircraft from using the airport.</li> <li>• The limited runway capacity poses a challenge to commercialisation of the airport and surrounding land.</li> <li>• Council's inability to fund major infrastructure upgrades, maintenance and other airport requirements (which requires additional government investment).</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Population growth and increasing labour force requiring local access to aircraft.</li> <li>• Ability to meet capacity constraints in nearby Melbourne metropolitan airports (e.g. Moorabbin and Essendon), which can increase GA activities on-site.</li> <li>• Subject to runway improvements, the opportunity to increase aviation activities and cater to larger aircraft.</li> <li>• Ability to meet demand for increased hangar space.</li> <li>• Scope to increase rental revenue through charging higher rents (and reduce Council subsidy).</li> <li>• Opportunity to generate increased revenue through parking and landing fees (and reduce Council subsidy).</li> <li>• Linkages with the BWEZ to facilitate businesses investment &amp; commercial activity.</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Decline in domestic GA activity.</li> <li>• High cost of infrastructure upgrades.</li> <li>• Inability of Council to maintain airport growth financially.</li> </ul>

### 3.4. KEY FINDINGS

Ballarat Airport is strategic economic asset for Council, as it provides important aviation and commercial opportunities. Its value to the region is significant, generating \$10 million in output per annum and commercial businesses on-site employing 90 FTE. The airport also provides an important cultural and heritage role to the community, as it is used by the Ballarat Aviation Museum and several community groups.

The airport's existing facilities are suitable for current operations. However, there are significant commercial opportunities that the airport could realise – via infrastructure improvements – to support long-term growth.

The state of the primary runway is a major weakness limiting future growth in aviation and commercial activities. Therefore, upgrading the runway could expand airport operations and stimulate economic activity for the region. The potential benefits of upgrading the runway, both for the airport and regional economy, are explored in this report.

## 4. CASE STUDY ANALYSIS

### 4.1. INTRODUCTION

This section examines four comparable regional airports to benchmark the aviation services and operations that can be attributed to the quality of the runway infrastructure, particularly runway length and pavement strength. The purpose of this analysis is to assist Council in identifying aviation potential and service role opportunities for Ballarat that could be facilitated by an upgraded runway.

Airports with primary runways comparable to the concept option at Ballarat Airport, in terms of runway codes, length and MTOW requirements, were included in the analysis.

Please note: the opportunities outlined in this section are aspirational and subject to a combination of factors specific to each airport, including infrastructure, location, market demand/supply and population base

### 4.2. CASE STUDY OVERVIEW

A total of four case studies were analysed for comparison and benchmarking purposes. Table T6 provides an overview of the regional airports, including distance to nearest capital city (via road) and Local Government Area (LGA) population.

The most comparable regional airport is Bendigo (in terms of population and proximity to Melbourne), noting that the Ballarat region has the shortest travel time to Melbourne and second largest local population.

T6. CASE STUDY AIRPORTS

Airport	Distance to nearest capital city (by car)	LGA Population (2016)
Ballarat Airport	125km (1.5 hours)	101,686
Bendigo Airport	159km (2 hours)	110,477
Wangaratta Aerodrome	246km (2.5 hours)	28,310
Albury Airport	329km (3.25 hours)	51,076 <sup>9</sup>
Mildura Airport	544km (6 hours)	53,878

Source: Urban Enterprise, 2019; ABS Census Data, 2016.

<sup>9</sup> Population increases to 90,000 when included the Wodonga Local Government Area.

#### 4.4. BENDIGO AIRPORT

Bendigo Regional Airport is in central Victoria, approximately 2 hours' north of Melbourne.

##### 4.4.1. RUNWAYS

Bendigo Airport has two runways, outlined in the table below, with the primary runway (shaded) recently undergoing a major upgrade as part of the Bendigo Airport redevelopment project<sup>10</sup>.

##### T7. BENDIGO AIRPORT RUNWAYS

Runway	Runway Length	Runway Width	MTOW	Surface Type	Runway Code
Runway 17/35	1,600m	30m	> 18,000kg	Asphalt	3C
Runway 05/23	767m	18m	np	Paved	1A

Source: Bendigo Airport Master Plan, 2007

##### 4.4.2. AIRPORT REDEVELOPMENT

Bendigo Airport has undergone significant redevelopment to improve infrastructure and expand capacity to upgrade the facility to a major regional airport. This required approx. \$15 million in government funding and involved an upgrade to primary runway 17/35 to code 3C capabilities (including a runway extension and increase to pavement strength) which allows the airport to cater to larger aircraft. The key drivers for redevelopment of the airport, as noted in the Bendigo Airport Strategic Plan (2017), include:

- Financial Viability - Bendigo Airport does not currently generate adequate income to match its operating expenditure. Redevelopment was needed to increase revenue and create a financially sustainable and profitable asset. The Airport has recently proposed the introduction of fees to contribute to ongoing

<sup>10</sup> This project will deliver in three stages: an increase in hangar development and airport amenities (stage one, complete); A new 1,600 metre x 30 metre runway (stage two, complete); and construction of a business park (stage three, to be completed)

maintenance and operational costs, including parking (\$11 per day), landing (\$12 per aircraft) and passenger fees (\$12 per person).<sup>11</sup>

- Bendigo is a Major Regional Centre - Bendigo is located in the geographic centre of the state and is the fourth most populous city in Victoria. As such, Bendigo provides a geographic base for an extensive region supplying high order services in fields such as health, education, finance, advanced manufacturing and food processing, arts and culture, and government services. An upgrade to the facility was required to better equip Bendigo Airport to support the region's economic growth and increase tourism.
- Strengthening Regional Networks - Bendigo Airport has a regional catchment population of approximately 300,000 people. Regional centres served by the airport include Bendigo, Shepparton, Echuca and Swan Hill together with a range of smaller centres such as Castlemaine, Deniliquin, Maryborough, Kyabram and Kerang. Capacity expansion and regular flights assist in maintaining an economically viable airport that attracts commercial transport operators and supports business prosperity in the region.
- Bendigo Airport as a Key Transport Hub - Bendigo has established itself as a major transport hub for northern Victoria, providing road and rail access to the city and the surrounding regions including Echuca, Mildura and Swan Hill. Regional centres the size of Bendigo requires sophisticated transport methods to support the movements of residents and visitors, and the freight of goods and services both nationally and internationally.
- Bendigo Airport as a Major Employment Centre - Bendigo has seen strong growth in its diverse economic base, including health care, financial and insurance services, and professional services. The establishment of RPT services and an airside business park could evolve the airport into a major generator of employment in the region by encouraging job growth across the airport and the surrounding commercial precincts.

<sup>11</sup> Bendigo Airport, 2019 (<https://aopa.com.au/wp-content/uploads/2019/11/BendigoProposal.pdf>)

#### 4.4.3. AVIATION USES

As a result of the major redevelopment, included an upgraded runway, taxiway development and airport amenities, Bendigo Regional Airport provides the following aviation related industry uses:

- Regional Passenger Transport Services. QantasLink Flights operate a direct interstate service between Bendigo (BXG) and Sydney (SYD) airports. A Dash 8-Q300 aircraft with a 50-seat capacity runs scheduled flights (both inbound and outbound) six days a week. Connecting flights to international destinations are available to passengers from Sydney Airport.
- Freight Operations. Bendigo Airport is a QantasFreight regional freight location. Airfreight services are offered on both a scheduled and charter basis. Connecting freight terminals include other regional and interstate locations such as Mildura, Sydney and Adelaide.
- Flight Training. Numerous Flying Schools operate on-site that provide training for recreational, private and commercial pilot licenses.
- Other Operations. Other uses include emergency services (operated by Air Ambulance Victoria, DELWP) and charter flights (Bendigo Flying Club).

#### 4.4.4. PASSENGER TRAFFIC AND AIRCRAFT MOVEMENTS

Including RPT services, Bendigo Airport currently reports approx. 20,000 aircraft movements per annum (inclusive of 12 RPT flights per week). This generates around 2,000 passenger movements per month (24,000 per annum).

### 4.5. WANGARATTA AERODROME

Wangaratta Aerodrome is located approximately 2.5 hours' drive from Melbourne.

#### 4.5.1. RUNWAYS

The airport has two runways, outlined in the table below.

##### T8. WANGARATTA AERODROME RUNWAYS

Runway	Runway Length	Runway Width	MTOW	Surface Type	Runway Code
Runway 18/36	1,640m	30m	12,000kg	Asphalt	3C
Runway 09/27	530m	18m	np	Grass	1B

Source: Wangaratta Aerodrome Master Plan, 2017

#### 4.5.2. AVIATION USES

The aviation uses of the airport are varied and summarised below:

- Emergency services. The airport is consistently used by Air Ambulance Victoria, Rural Ambulance Victoria and fire services. Approximately six Air Ambulance flights (including helicopters) for patient transfers occur each day.
- Recreational/Tourism Aviation. Joy flights in restored WWII war birds, jet trainers and other light aircraft are provided by Classic Air Adventures and Air Combat Australia.
- Charter/corporate flights. Recreational, corporate and charter operations are available at the airport. Most charter use is for snow season flights, wineries, festivals and events, attracting between five to ten charters flights per year.
- Aircraft Repair, Maintenance, Fabrication. Fabrication, servicing, maintenance and restoration services are available from Border Aerospace Fabrication, North East Aviation and Classic Air Adventures. These businesses have an established client base and provide services for the Wangaratta area and regional Victoria.

- RAAF Flights. The airport occasionally provides a base for RAAF Flights.
- Other Operations. Other uses at the airport include pilot training and aircraft storage.

#### 4.5.3. AIRCRAFT MOVEMENTS

The Wangaratta Aerodrome Master Plan 2017 notes that the Aerodrome does not keep statistical records of aircraft activity. Estimates of annual movements in the Master Plan were based on observations by airport staff and tenants. Observations of current activity estimate movements at 10,000 per annum.

The Wangaratta Aerodrome Master Plan 2017 forecasts a 1.5% annual compound growth to the current total movements, therefore expecting 13,469 movements by 2037. The estimate is based on the Commonwealth Department of Infrastructure and Regional Development general aviation activity report which indicates that growth has been stable at 1-2 % per annum.

#### 4.6. ALBURY AIRPORT

Albury Airport is located near the Victorian-NSW border 5 kilometres to the north east of Albury's Central Business District. It is approximately 260km from Melbourne CBD and 455 km from Sydney CBD. It is a council owned and operated facility. The airport site is approximately 112 hectares in area.

The airport's catchment includes south-east regional NSW, as well as most of north-east Victoria (including the Wodonga population base and nearby towns).

##### 4.6.1. RUNWAYS

The airport is unique amongst the other case studies as it consists of a single runway, outlined in the table below:

##### T9. ALBURY AIRPORT RUNWAYS

Runway	Runway Length	Runway Width	MTOW	Surface Type	Runway Code
Runway 07/25	1,900m	30m	> 5,700kg	Asphalt	3C

Source: Albury Airport Master Plan 2018 - Final Draft

##### 4.6.2. AVIATION USES

- Regional Passenger Transport Services. Albury Airport is currently served by four airlines offering RPT services. The four operators include QantasLink, Virgin Australia, Regional Express and JETGO. Destinations include daily flights to Sydney, Melbourne and Brisbane, as well as twice weekly service to the Gold Coast. RPT aircraft currently operating at the airport includes the Dash8-Q300, Dash8-Q200, Dash8-Q400, ATR-72, Embraer ERJ145 and Saab 340.
- Air Freight Operations. The air freight to and from Albury Airport is mainly composed of mail, small packages and pets. Aside from the belly freight as part of the RPT operation, Albury Airport is also served on a regular basis by a small charter freight aircraft.

- Charter/corporate flights. As part of the GA operation at Albury, several individuals and businesses have their aircraft based at the airport from where they are stored and operated for personal and business purposes. In addition, multiple companies offer charter operations from the airport, including scenic flights with fixed-wing as well as rotary-wing aircraft.
- Aero-medical. Albury is typically used numerous times a day by several aero-medical/emergency services including Air Ambulance and the Royal Flying Doctor Service. The allocated medical apron is used for the patient transfer between the aircraft and the ambulance.
- Firefighting Operations. Since the mid-1990s the airport has served as a base for aerial firefighting operations during the summer. Since 2014, LATs have been intermittently based at the airport during the firefighting season. During the 2016-17 fire season, 10 aircraft, including airplanes and helicopters, were based at Albury Airport.
- Flight training. In addition to the flight training schools, there is also flight training offered on warbirds and helicopters.
- Fuel. Refuelling for RPT aircraft at Albury is provided through tankers transporting fuel supplied from the World Fuel Services depot (stored in underground tanks).
- Other Operations. Other Operations include Aerial Surveying and Surveillance; Airspace Design; Agricultural Operation, Aerial spraying; Aircraft Ferrying; Aircraft Hire; Ground Handling. The Australian Air Force also has a facility for training 96 cadets at the airport.

Albury Airport currently charges a landing fee for all aircraft operations, set at \$13.33 per tonne.<sup>12</sup>

<sup>12</sup> <https://www.avdata.com.au/airport-charge-rates>

#### 4.6.3. PASSENGER TRAFFIC AND AIRCRAFT MOVEMENTS

Albury Airport has seen overall growth in passenger traffic and aircraft movements since 1989 (see Figure F5). The Albury Airport Draft Masterplan 2018 reports 262,545 passengers and 8,388 aircraft movements in the 2016-17 financial year.

According to Albury City Council, it is the third busiest airport in Regional NSW (and servicing north-east Victoria), with approximately 250,000 passengers passing through the terminal each year and over 150 flights a week into and out of Albury.

F5. ALBURY AIRPORT MOVEMENTS & PASSENGERS – 1989 TO 2016

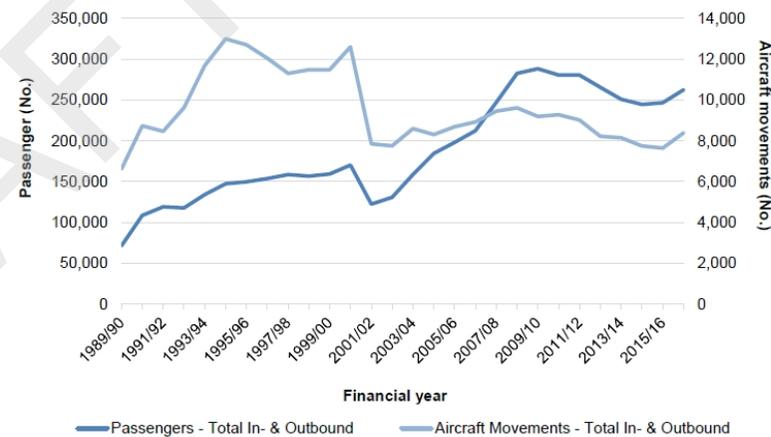


Figure 3: Historical RPT passenger and aircraft movements per financial year (ACC, 2017; BITRE, 2017)

Source: Albury Airport Master Plan 2018 - Final Draft

## 4.7. MILDURA AIRPORT

Mildura Regional Airport is Victoria's largest regional airport. It is located on the south-western side of the city of Mildura, approximately eight kilometres from the central business district and over 500km north-west of Melbourne. The airport site is approximately 239 hectares in area.

The airport serves a geographical region comprising north-western Victoria, eastern parts of South Australia and the south-western region of New South Wales. The airport has a notional catchment area that includes a population up to 150,000.

### 4.7.1. RUNWAYS

As shown in the table below, Mildura has two runways, with the primary runway graded at 4C. Although this is a higher code than the proposed upgrade at Ballarat Airport, the runway specifications (e.g. length/MTOW) are comparable to Ballarat.

Mildura recently completed a \$25 million runway extension project, to lengthen and strengthen the primary runway, designed to support visitor and freight demand by allowing larger aircraft to operate year-round.

#### T10. MILDURA AIRPORT RUNWAY

Runway	Runway Length	Runway Width	MTOW	Surface Type	Runway Code
Runway 09/27	1,830m	45m	> 5,700kg	Asphalt	4C
Runway 18/36	1,139m	30m	np	Asphalt	2B

Source: Mildura Regional Airport Master Plan 2017

### 4.7.2. AVIATION USES

- Regular Public Transport Services. Three airlines, Qantas Link, Regional Express and Virgin Australia, provide RPT services to Melbourne, Sydney, Adelaide and Broken Hill.

<sup>13</sup> <https://www.avdata.com.au/airport-charge-rates>

- Emergency Services. The airport provides a link for transfer of patients to and from capital cities for vital medical treatment from the region. It is also a base for helicopters, fixed wing fire bombers and the Victoria Police Air Wing. During summer, the airport serves as a temporary base for large firefighting aircrafts.
- Air Freight Services. Providers QantasFreight and Air Freight Australia operate daily freight services from Mildura Airport.
- Flight Training. Flight schools use the airspace in Mildura and surrounding areas to develop skills for private and commercial pilots in training.
- Charter/corporate flights. Mildura Airport accommodates links for government, business travel and bank charter with some tourism movements.
- Military Aircraft. The airport is used as a refuelling/stopover point by the Army.
- Other Operations. Aerial agriculture and refuelling for recreational flyers.

Mildura Airport currently charges landing fees (\$21.89 per tonne) and parking fees (\$5 per tonne per day) for aircraft movements and activity.<sup>13</sup>

### 4.7.3. NON-AVIATION INDUSTRY USES

Mildura Airport operated as a RAAF Base from 1942-46. The RAAF Association operates a Museum in the former RAAF Headquarters Building on-site.

### 4.7.4. PASSENGER TRAFFIC AND AIRCRAFT MOVEMENTS

Data for passenger and aircraft movements is only available for RPT services. Since 1993-94, annual passenger numbers have increased from approx. 60,000 passengers to 214,000 in 2015-16. Over 2016-17, there were 7,331 RPT aircraft movements reported. There are typically 146 flights per week or between 16 - 25 passenger flights per day by Qantas, Rex and Virgin at Mildura Regional Airport.

The Mildura Regional Airport Master Plan 2017 forecasts 400,000 passenger movements from 15,200 RPT aircraft movements by the 2037, based on the application of a (conservative) 5% growth rate.

#### 4.8. BENCHMARKING

Table T11 provides a summary of the airport case studies. Upgrading the runway at Ballarat – length of 1,980m, MTOW of 20,000kg – will meet or even exceed the primary runway specifications of the comparable regional airports (see shaded rows).

**T11. AIRPORT CASE STUDIES SUMMARY TABLE**

Airport	Runways				Key Aviation Uses	Airport Fees?	Aircraft Movements (per annum)
	Name	Size (L x W)	MTOW <sup>14</sup>	Code			
Bendigo Airport	17/35	1,600m x 30m	Greater than 18,000kg	3C	<ul style="list-style-type: none"> <li>Regional Passenger Transport Services</li> <li>Emergency services;</li> <li>Freight Operations</li> <li>Flight Training</li> </ul>	Proposed (Landing/ Parking/ Passenger)	20,000 (approx.)
	05/23	767m x 18m	np	1A			
Wangaratta Aerodrome	18/36	1,640m x 30m	Approx. 12,000kg	3C	<ul style="list-style-type: none"> <li>Emergency services;</li> <li>Recreational/Tourism Aviation;</li> <li>Repair, Maintenance, Fabrication,</li> <li>Charter/Corporate Flights</li> <li>RAAF flights</li> </ul>	N/A	10,000
	09/27	530m x 18m	np	1B			
Albury Airport	07/25	1,900 x 30m	Greater than 5,700kg	3C	<ul style="list-style-type: none"> <li>Regular Passenger Transport Services</li> <li>Freight Operations</li> <li>Charter/Corporate Flights</li> <li>Emergency Services (inc. LATs)</li> <li>Flight Training</li> </ul>	Yes (Landing & Parking)	8,388
Mildura Airport	09/27	1,830m x 45m	Greater than 5,700kg	4C	<ul style="list-style-type: none"> <li>Regular Public Transport Services</li> <li>Emergency Services (inc. LATs)</li> <li>Freight Operations</li> <li>Flight Training</li> <li>Military Aircraft</li> </ul>	Yes (Landing & Parking)	7,331
	18/36	1,139 x 30m	np	2B			

Source: Urban Enterprise, 2019.

<sup>14</sup> Where the exact MTOW restrictions is not known, a range or estimate was provided in published planning documents.

#### 4.9. KEY FINDINGS

The primary runway specifications of the comparable airports of Bendigo, Albury and Mildura, facilitate a larger range of aviation-related activities, including RPT services, commercial freight, corporate/charter flights, larger emergency services (including LATs) and flight training. Other key findings from the case study analysis can be synthesised as follows:

- Ballarat experiences a significantly greater number of aircraft movements (approx. 30,000). This is attributed to its flight training operations, which can operate more frequently than RPT services;
- Wangaratta is the only comparable airport that does not provide RPT and is mainly used for emergency services;
- Bendigo, Mildura and Albury operate RPT services on the primary runways, which also facilitates freight operations (within the cargo hold of commercial aircraft); and
- These airports are generally able to receive larger firefighting aircraft, including fire bombers and LATs, which are more effective during fire season.

In particular, recent runway upgrade projects at Bendigo and Mildura has facilitated the use of larger aircraft to expand/introduce RPT services as well as LATs for emergency services.

In addition, the airports that operate RPT services also generate additional revenue through airport fees, including landing, parking and passenger fees. These fees are typically used to contribute to ongoing maintenance and operational costs for Council.

With Council looking to upgrade the runway so that it is either meets or exceeds the specifications of comparable airports – in terms of length and strength – there is a clear opportunity for Ballarat to significantly expand its aviation-related operations (and increase revenue sources). As such, Ballarat Airport can look to these examples as the benchmarks of what can be achieved through improvements to runway infrastructure.

However, it is important to note that these aviation services are determined by a combination of factors specific to each airport, including supporting infrastructure, location, market conditions and population base.

## 5. RUNWAY UPGRADE OPPORTUNITIES

### 5.1. INTRODUCTION

This section details the potential benefits and opportunities of the runway upgrade for Ballarat Airport, drawing on the above research as well as consultation with key airport and business stakeholders. The benefits of the project can be categorised as follows:

- Aviation opportunities. Expanding aviation operations through the ability to receive larger aircraft.
- Commercial opportunities. The potential business and commercial benefits – to industry and Council – that could be realised through improvements to airport infrastructure and increases in aviation activity.

These benefits will be quantified, where possible, to demonstrate the potential financial and economic impacts of the project (see Section 6 of the report). This will help identify the cost-benefit and economic development arguments to help justify this major infrastructure investment.

Note: the benefits explored in this section are qualitative and based on desktop research, analysis and stakeholder consultation. These are subject to further examination and market research to determine the project's feasibility and financial viability.

### 5.2. AVIATION OPPORTUNITIES

The following provides key commentary on the aviation opportunities that could be realised from the project, including the potential benefits for the region, issues and strategic considerations.

These opportunities are summarised in Table T12.

#### 5.2.1. RPT SERVICES

The runway upgrade would enable Ballarat Airport to cater to larger passenger aircraft, including the Dash8 and Saab 340 aircraft that operate RPT at Bendigo, Mildura and Albury.

The consultation and analysis confirmed that runway upgrades have previously led to the introduction of, and expansion to, RPT services at regional airports (including all major domestic commercial operators such as QANTAS, Virgin and REX). This has been the case at both Bendigo – introduced RPT in 2019 – and Mildura – expanded RPT in 2018 – following runway infrastructure improvements.

Similar to these regions, Ballarat has a relatively large population base and workforce which could provide demand for both the business market and recreation (i.e. tourism). As seen in the Bendigo example, the targeting of the business market as the main driver of demand provided the catalyst for the introduction of RPT. This would be beneficial for the large Ballarat workforce and industry as it would eliminate additional travel time to Melbourne or other regional airports and would facilitate more regular business-related flights. Although it must be noted that Ballarat's location and proximity to Melbourne provides additional competition for demand.

There is also the opportunity for passenger services to cater to a broader Western Victoria catchment, taking advantage of Ballarat's strategic position between Melbourne and the western part of the state. Establishment of a suitable catchment and a defined population base is a critical step to attracting RPT, which Bendigo was

able to prove to commercial partners as the potential base for the central Victorian population.

However, although the runway upgrade is required to accommodate RPT, there are several issues that Council needs to consider, including:

- Ability to build an appropriate case (highlighting the commercial benefits) and present it to airlines;
- Extensive demand analysis and market research to determine if sufficient demand exists, including target markets and willingness to pay;
- Development of appropriate enabling infrastructure such as terminals, taxiways, hangars, etc; and
- Ability of Council to meet administrative/legislative burdens such as inspections, maintenance, etc.

Should Ballarat be able to leverage the runway upgrade into RPT services, this would provide substantial economic benefits for the region based on additional passenger movements to the region (increasing output and expenditure in the region), job creation to operate RPT flights, commercial/business activity, etc.

### 5.2.2. EXPAND EMERGENCY SERVICES

A stronger and longer runway would enable Ballarat to expand its contribution to emergency services management. Discussions with regional airport contacts highlighted this as the most important benefit that could result from the runway upgrade.

Most importantly, it would allow the airport to cater to larger firefighting aircraft (i.e. LATs), which provides substantial benefits for emergency management, including:

- Faster, more effective response to bushfires;
- More successful first attack and asset protection; and
- Improved ability to save the lives of Victorians and minimise social, economic and environmental impacts.

Having these capabilities at Ballarat Airport are extremely important, as it is strategically located to respond to high bushfire risk in Western Victoria (this area typically requires air response due to difficult terrain). However, the ability to provide a temporary base for large firefighting aircrafts is dependent on additional supporting infrastructure, without which a 'fly in, fly out' approach is generally adopted to manage emergencies

Council should also consider the proximity of Avalon and Essendon Fields airports, which already accommodate LATs on a permanent basis and can easily bypass Ballarat. In addition, there is no consistent State Government to airport usage for emergency management, which is determined on a need's basis. Therefore, making it difficult for Ballarat to plan for emergency aircraft (as this is determined by government on a needs basis). In addition to firefighting, there is scope for the runway to improve capabilities for emergency management in general, including providing medical-based flights for doctors to service remote locations in Western Victoria and expanding Air Ambulance Victoria services.

### 5.2.3. EXPAND FLIGHT TRAINING OPERATIONS

Flight training is a critical component of GA activity at Ballarat Airport, comprising over two-thirds of current aircraft movements (with over 140 cadets training for global passenger airlines). Flight training also stimulates business activity, by attracting operators to the airport, and can provide community benefit. Consultation with regional airport stakeholders identified the opportunity for the runway upgrade to increase the capacity of flight training operations and receive a higher volume of training aircraft, which could:

- Stimulate the expansion of existing flight training operations; and
- Attract additional operators to the site.

The potential to attract additional operators could be facilitated by existing capacity issues at Metropolitan Melbourne airports (e.g. Moorabbin, Essendon) and the potential to accommodate operators that require more space. These airports are close to capacity and will almost certainly need other facilities – such as Ballarat – to service this activity.

Moreover, the recent announcement of Regional Express Airlines to acquire STAA and set up a training base at the airport, highlights the strategic importance of Ballarat Airport as a flight training facility. This reflects Ballarat's excellent reputation as a training base, as well as the growing demand for professional pilots worldwide.

This is likely to drive growth in the number of pilot cadets and flight training operations out of Ballarat Airport, which will only further increase via runway improvements as the airport receives a more diverse range of larger passenger aircraft. Therefore, this project would increase the appeal of Ballarat to operators and grow its flight training operations.

Increasing training operations and attracting more cadets to the region will stimulate the regional economy, through additional business investment/activity of operators, creation of additional jobs to service the industry, as well as increases in aircraft movements.

#### 5.2.4. COMMERCIAL FREIGHT OPPORTUNITIES

Commercial freight is a potential opportunity for Ballarat Airport, subject to runway improvements. This could be facilitated through:

- Attracting dedicated commercial freight aircraft (e.g. QantasFreight uses Bendigo and Mildura Airports as regional freight locations); and/or
- RPT services, which can also transport freight within the cargo hold of passenger aircraft.

The introduction of commercial freight will benefit local businesses in the region and potentially increase in business investment, generate additional expenditure/output to purchase freight and job creation associated with increased activity in the freight industry.

However, the impact of freight is dependent on the demand of the local market, business demand to transport certain goods (i.e. perishable goods) quickly, as well as the freight routes. In addition, industry would need to determine if air freight is more cost-effective and viable than existing road/rail networks, particularly as Bendigo is easily accessible on land to major metropolitan and regional centres

across Victoria. As such, there may be greater benefit in using air freight for more distant locations outside Victoria.

Finally, Council has advised that the operation of commercial freight would require significant supporting infrastructure to hold and transport goods. This is likely to increase capital costs above the initial runway upgrade estimates.

#### 5.2.5. EXPAND CORPORATE & CHARTER FLIGHT OPERATIONS

The runway upgrade could also facilitate additional corporate and charter flights in Ballarat. According to regional airport stakeholders, this could include:

- Corporate flights by high-net worth individuals (ex. Melbourne and Sydney);
- Medical transport in partnership with the hospital, particularly to other regional locations in Western Victoria;
- Charter flights for tourism purposes (e.g. day trips from Melbourne, Sydney, etc.); and
- The potential to package flight training operations with charter flights and increase aircraft/passenger movements to the region.

The key opportunity for these aviation uses is the development of a longer, safer and higher quality runway that would be preferred by corporate/charter operations, which could increase passenger and aircraft activity at the airport (and generate increased output within the region).

However, further investigation is required determine the feasibility and potential demand of these services, particularly as the region's proximity to the Metropolitan Melbourne airports may cannibalise demand. For example, Essendon Fields Airport is currently a base for one-quarter of Australia's corporate jets and is unlikely to relocate to regional Victoria.

**The table below provides a detailed summary of the aviation opportunities mentioned above.**

## T12. AVIATION OPPORTUNITIES

Opportunity	Justification	Strategic Considerations & Issues	Potential Benefits & Impacts
Introduce RPT Services	<ul style="list-style-type: none"> <li>Runway upgrade would cater to larger RPT aircraft used in other regional airports (e.g. Dash 8-Q300, Saab 340)</li> <li>Large population base can generate regional demand for tourism flights</li> <li>Large workforce and industry base can generate regional demand for business travellers</li> <li>The airport can also cater to the Western Victoria catchment, where there is a gap in RPT services</li> <li>RPT services at Ballarat eliminates additional travel time to other airports (e.g. Melbourne, Avalon and Bendigo)</li> </ul>	<ul style="list-style-type: none"> <li>A full market assessment is required to determine potential demand (inc. target markets, willingness to pay, preferred destinations, etc)</li> <li>Establish a clearly defined catchment area</li> <li>Proximity to existing airports with RPT services provides additional competition for demand</li> <li>Market conditions for comparable airports with RPT services are different to Ballarat (in terms of location, population, scale, etc.)</li> <li>Development of appropriate enabling infrastructure is required, such as terminals, taxiways, hangars, etc</li> </ul>	<ul style="list-style-type: none"> <li>Increase in aircraft and passenger movements</li> <li>Job creation and economic output associated with the introduction and operation of RPT carriers</li> </ul>
Expand emergency services	<p>The runway upgrade can help establish Ballarat as the base for emergency service management for Western Victoria. This includes:</p> <ul style="list-style-type: none"> <li>Accommodating LATs to provide a more effective firefighting response</li> <li>Providing medical-based flights for doctors to service remote locations</li> <li>Expanding Air Ambulance Victoria services</li> </ul>	<ul style="list-style-type: none"> <li>Avalon and Essendon Fields airports (which are located within 100km of Ballarat) already accommodate LATs on a permanent basis and can easily bypass Ballarat</li> <li>There is no consistent State Government to airport usage for emergency management, making it difficult for Ballarat to plan for emergency aircraft (as this is determined by government on a needs basis)</li> </ul>	<ul style="list-style-type: none"> <li>Faster, more effective response to bushfires</li> <li>More successful first attack and asset protection</li> <li>Improved ability to save the lives of Victorians and minimise social, economic and environmental impacts</li> </ul>
Expand flight training operations	<ul style="list-style-type: none"> <li>Ballarat's contribution to flight training is significant (comprising over two-thirds of GA activity and servicing over 140 cadets for global passenger airlines)</li> <li>An upgraded runway will increase runway capacity which can help expand flight training operations</li> <li>High demand for professional pilots worldwide will grow the need for pilot training</li> </ul>	<ul style="list-style-type: none"> <li>REX airlines has recently announced its intention to set up a training base at the airport (due in part to Ballarat's excellent cadet program), which highlights its strategic importance to the industry.</li> <li>This opportunity could be further facilitated by capacity issues at Metropolitan Melbourne airports (e.g. Moorabbin, Essendon) and the potential to accommodate operators that require more space</li> </ul>	<ul style="list-style-type: none"> <li>Business activity and investment onsite (as training operations grow)</li> <li>Job creation to service the industry and increasing economic output</li> <li>Additional flight movements</li> </ul>

Opportunity	Justification	Strategic Considerations & Issues	Potential Benefits & Impacts
Commercial freight opportunities	<ul style="list-style-type: none"> <li>A larger runway can attract aircraft capable of transporting commercial freight (e.g. QantasFreight)</li> <li>RPT services can also transport freight within the cargo hold of passenger aircraft</li> </ul>	<ul style="list-style-type: none"> <li>The economics of regional air freight services suffer from the same challenges as regional passenger services</li> <li>Further assessment is required to determine the viability of introducing freight operations (i.e. is the volume of freight sufficient to justify an entire aircraft? Is it more effective than the road networks?)</li> <li>Supporting infrastructure requirements is required to enable freight and hold the cargo</li> </ul>	<ul style="list-style-type: none"> <li>Supporting businesses in the region and facilitating business investment</li> <li>Job creation and increased economic output associated with business investment and attraction</li> <li>Potential increase in aviation movements</li> </ul>
Expand corporate & charter flight operations	<ul style="list-style-type: none"> <li>The upgrade project could facilitate additional corporate and charter flights in Ballarat</li> <li>This includes corporate flights by high-net worth individuals, medical transport, and charter flights for tourism/business purposes (e.g. day trips ex. Melbourne, Sydney, etc.)</li> <li>Opportunity to package flight training operations with charter flights</li> </ul>	<ul style="list-style-type: none"> <li>Proximity to existing airports that provide corporate and charter services may impact on demand (Essendon Fields Airport is currently a base for one-quarter of Australia's corporate jets)</li> <li>Further investigation is required to determine the feasibility and potential demand</li> <li>This opportunity could, however, be facilitated by capacity issues at Essendon Fields and the potential to accommodate corporate/charter aircraft</li> <li>However, these operations are typically an 'on demand' service and are largely unscheduled aircraft movements, which would make it difficult to reliably determine demand for Ballarat</li> </ul>	<ul style="list-style-type: none"> <li>Increase in aircraft and passenger movements</li> <li>Supporting business and tourism activity, which could generate increases in output</li> </ul>

Source: Urban Enterprise, 2019

### 5.3. COMMERCIAL OPPORTUNITIES

The potential business and commercial benefits for the region, which is facilitated by the infrastructure benefits and expansions of aviation activity, are examined below.

This information is again qualitative in nature and based on the case study analysis, desktop research and consultation findings (see Table T13 for a summary of the commercial opportunities).

#### 5.3.1. INCREASES IN AIRCRAFT SERVICING

The runway upgrade will remove many size and weight constraints and enable the airport to receive a more diverse range of aircraft. As such, maintenance, repair and overhaul (MRO) businesses will be able to service more aircraft within the region<sup>15</sup>, including larger passenger aircraft (outlined in Table T3) and LATs from across Australia.

This could benefit to aircraft servicing sector and attract additional MRO businesses to the region as well as expand existing businesses (e.g. Field Air) and result in:

- Development of new, and increased demand for, hangar facilities;
- More employees to service aircraft;
- Private sector investment in developed land (within BWEZ); and
- Increased business activity across the region as more aircrafts are serviced.

Council has already received specific interest from MRO businesses wishing to invest and expand within the airport site should the runway upgrade occur.

MRO operations are important to the economic activity of regional airports, as it typically complements aviation activity, including GA and RPT services. As such, numerous regional airports are currently experiencing increases in private sector demand for MRO businesses to invest and co-locate on airport land.

<sup>15</sup> Currently larger aircraft are serviced offsite in other regional airports.

Increases in aircraft servicing activities – generating increases in aircraft movements and business activity – could provide important economic benefits for the region, including job creation and increases in economic output.

#### 5.3.2. INCREASED BUSINESS INVESTMENT ON-SITE

Council has received significant interest from businesses – across a range of sectors – wishing to take up greater opportunities and investment in the region and within the airport site, subject to the development of an enhanced runway.

Consultation with existing airport businesses, as well as regional airports, suggested that numerous businesses would seek to establish a presence within the airport by buying land and building facilities. This includes purchasing/developing hangars or investing in the BWEZ development, which would generate significant economic benefits for the region, including:

- Increase business activity and commercial expenditure; and
- Job creation and increased economic output associated with business investment.

#### BALLARAT WEST EMPLOYMENT ZONE

Of particular importance is the 'investment ready' nature of Ballarat Airport and ability to accommodate business growth within the BWEZ development area. This is a strategic advantage for the airport that can help Council fully utilise the asset and maximise its economic potential. The opportunity to leverage BWEZ is summarised below.

Ballarat Airport is within the BWEZ, which is a high-quality estate over 438 hectares, with a mix of industrial, wholesale, logistics, construction and other businesses. BWEZ has been designed and constructed to enhance business productivity, with a proposed freight hub, access for high productivity freight vehicles and strong access to road, rail and ports.



### 5.3.3. INCREASES IN RENTAL REVENUE

Council currently receives rental revenue from businesses utilising airport facilities, including buildings and hangars. However, some of these rents are set at below market rates, based on existing agreements set by Council.

Discussions with regional airports suggested that major infrastructure upgrades, such as the proposed runway improvement, as well as utilisation of the BWEZ, provides a catalyst for Council to set new agreements and increase rent to market rates.

This could be complemented by increased utilisation/occupancy of airport facilities (mentioned above), which would increase the volume of rent-paying businesses within the airport.

Increasing airport rental revenue is an important outcome of this project as Council currently operates the airport at a loss of approx. \$150k per annum. Therefore, this could improve the financial viability of the airport and increase expenditure by aircraft operators within the airport.

### 5.3.4. INCREASES IN LANDING/PARKING FEE REVENUE

The upgrade in runway infrastructure also provides the catalyst to introduce parking and landing fees for aircraft. Comparable regional airports either have established landing fees or are looking to introduce them, particularly those with RPT services (e.g. Bendigo, Mildura, Albury, etc.). In addition, airports can establish parking fees as another means to bolster revenue by providing services to aviation businesses.

These fees are not only important for increasing airport revenue (and generating broader economic output), it can be used to subsidise increasing operating costs associated with an expansion of aviation activity (e.g. RPT services requires terminal facilities, baggage, security, etc.).

Parking fees are particularly important for Ballarat Airport, as over 60 aircraft are currently stationed/stored on-site and can potentially generate substantial revenue for Council and increases in expenditure (which is likely to increase as aviation activity increases).

However, Council would need to investigate the appropriate level of fees to set without constraining aviation demand.

**A detailed summary of these commercial opportunities is outlined in Table T13.**

### T13. COMMERCIAL OPPORTUNITIES

Opportunity	Justification	Strategic Considerations & Issues	Potential Benefits & Impacts
Increase aircraft servicing (maintenance, repair, overhaul)	<ul style="list-style-type: none"> <li>Attracting larger (and more diverse) aircraft to Ballarat provides the opportunity to expand aircraft servicing operations</li> <li>This includes an increase in aircraft maintenance and accommodating more aircraft for refuelling services</li> <li>This could generate business investment on-site, including expansion of existing operations (e.g. more hangar space) as well as additional investment/development on BWEZ land (e.g. purchase of land)</li> </ul>	<ul style="list-style-type: none"> <li>MRO services typically complements increases in GA activity and RPT services</li> <li>Other regional airports are experiencing increased private sector demand for MRO businesses to invest on-site</li> </ul>	<ul style="list-style-type: none"> <li>Increase business investment (purchasing/renting land, developing hangars, etc)</li> <li>Job creation and economic output associated with business expansion and attraction</li> <li>Additional aircraft movements</li> </ul>
Increased business investment on-site	<ul style="list-style-type: none"> <li>Improvement in runway infrastructure and an increase in aviation activities will facilitate investment by existing and new businesses</li> <li>This includes investment in additional hangar space on-site and purchasing additional land</li> <li>Opportunities for business investment provided by BWEZ, which has been developed following significant government funding. The eastern side of the runway has been selected for aviation-related investment, which would be fast-tracked with improved runway infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Business attraction and investment is dependent on improved runway infrastructure and expansion of aviation activities</li> <li>Council should promote the 'investment ready' nature of the airport and ability to accommodate businesses (particularly within BWEZ the development area)</li> </ul>	<ul style="list-style-type: none"> <li>Increase business investment (purchasing land, developing hangars, etc)</li> <li>Job creation and economic output associated with business expansion and attraction</li> </ul>
Generate increases in rental revenue	<ul style="list-style-type: none"> <li>Infrastructure upgrades (and utilisation of the BWEZ) provides the catalyst for increasing rent to market rates</li> <li>Increased utilisation of hangars and airport facilities by businesses will increase the rental base for Council</li> </ul>	<ul style="list-style-type: none"> <li>Consider the appropriate market rates, based on a review of comparable airports, to generate increases in rental revenue without constraining demand/business activity</li> </ul>	<ul style="list-style-type: none"> <li>Increases in airport revenue (and reduction in Council subsidy)</li> <li>Increases in expenditure (and output) by airport businesses</li> </ul>
Generate increases in landing/parking fee revenue	<ul style="list-style-type: none"> <li>Infrastructure upgrades (and BWEZ investment) provides the catalyst for introducing landing and parking fees</li> <li>This can provide additional revenue to subsidise some of the operational costs associated with increasing aviation activities (e.g. funding security, baggage handling, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Comparable regional airports either have established landing fees or are looking to introduce them, particularly those with RPT services (e.g. Bendigo, Mildura, Albury, etc.)</li> <li>Parking fees would enable Council to financially benefit from the training operators that store its aircraft at the airport</li> <li>Consideration of current fees at competing regional airports would help determine appropriate market price without constraining demand</li> </ul>	<ul style="list-style-type: none"> <li>Increases in airport revenue (and reduction in Council subsidy)</li> <li>Increases in expenditure (and output) by aircraft operators</li> </ul>

## 5.4. KEY FINDINGS

The airport is a critical asset for the Council and community that can be better utilised, via a runway upgrade, to generate broader economic and financial benefits.

This includes a range of strategic aviation-related opportunities, complemented by significant commercial opportunities, that can help stimulate business activity, investment and create more jobs and economic output within the region.

### F7. SUMMARY OF RUNWAY UPGRADE OPPORTUNITIES

Aviation Opportunities	Commercial Opportunities:
<ul style="list-style-type: none"><li>• Introduce RPT Services</li><li>• Expand emergency services</li><li>• Expand flight training operations</li><li>• Commercial freight opportunities</li><li>• Expand corporate &amp; charter flight operations</li></ul>	<ul style="list-style-type: none"><li>• Increase aircraft servicing</li><li>• Increased business investment (inc. BWEZ)</li><li>• Generate increases in rental revenue</li><li>• Generate increases in landing/parking fee revenue</li></ul>

The opportunities examined throughout this section are unlikely to be introduced/catalysed without the necessary infrastructure improvements. If achieved, this project can, crucially, help improve the viability and status of the airport, which is at risk of being outdated and not fit-for-purpose.

The impacts of some of these opportunities, including the broader economic impacts, are analysed in the following section.

## 6. FINANCIAL & ECONOMIC IMPACTS

### 6.1. INTRODUCTION

This section identifies the potential financial and economic benefits that the runway upgrade project could provide for the City of Greater Bendigo. These are based on specific aviation and commercial opportunities examined in Section 5.

The analysis in this section includes initial exploratory findings to Council based on a high-level analysis of the opportunities. Further work is required to confirm the full implications of the project on demand, Council finances and the regional economy

In addition, it should be noted that several opportunities are unable to be quantified without further investigation or analysis, including market research, a cost-benefit assessment and/or a full business case. Therefore, we have recommended where further work is required to quantify benefits and the potential impacts.

#### 6.1.1. TYPES OF ECONOMIC BENEFITS

This project is likely to be of a size, scale and function to deliver the following (direct and indirect) economic benefits to the Ballarat LGA:

- Economic output; and
- Number of jobs created.

The impacts are calculated using the input-output method<sup>17</sup>. Definitions for key economic terms are provided in Appendix A. These benefits are quantified over two distinct phases as follows:

- **The construction phase.** This includes the following short-term direct and indirect impacts occurring during the construction of the project:
  - The direct effect of the construction phase is defined by the development costs (e.g. construction costs); and
  - The indirect effect of this phase is typified by the subsequent flow-on impacts on other sectors of the economy, particularly the supply-chain.
- **The ongoing operational phase.** This considers the annual (i.e. ongoing) economic impact from the additional aviation operations at the airport (as a result of the runway upgrade) and commercial activity in the region. The ongoing direct and indirect impacts are defined as follows:
  - The direct effect is represented by additional output generated or additional number of employees that result from the project; and
  - The indirect effect reflects the additional, flow-on output generated by other sectors of the economy, particularly the supply-chain.

Please note that these figures are indicative and subject to further analysis.

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<sup>17</sup> Developed by REMPLAN and applied by Urban Enterprise

## 6.2. ECONOMIC IMPACT – CONSTRUCTION PHASE

The following provides an estimate for the short-term construction impact from the project. The total estimated capital expenditure of \$22.5 million is expected to generate the following economic benefits (direct and indirect) during the short-term construction phase (see Table T14):

- Total output of \$47.8 million; and
- 104 jobs.

### T14. SHORT-TERM ECONOMIC IMPACT – CONSTRUCTION PHASE

	Output	Employment
Direct Effect	\$22,500,000	31
Indirect Effect	\$25,256,000	73
Total Effect	\$47,756,000	104

Source: Urban Enterprise, 2019

## 6.3. ECONOMIC IMPACT – OPERATIONAL PHASE (ONGOING)

The operational phase of the runway upgrade has the potential to generate a range of economic benefits, each of which is examined below. Please note these benefits should be examined in isolation as they relate to the delivery of a specific opportunity detailed in Section 5.

### 6.3.1. AVIATION OPPORTUNITIES

#### INTRODUCTION OF RPT SERVICES

The ongoing (i.e. annual) benefits from the introduction of RPT services can be derived through several approaches, including landing fees, increases in passenger expenditure or job creation.

The following calculates the economic benefit through direct job creation, which was estimated through the case study analysis and stakeholder consultation. Using this research, it was estimated that the introduction of RPT services is likely to generate between 5-10 direct FTE ongoing (the number of FTE is dependent on the scale of

services). This includes Council employees and additional airport staff (to perform terminal and airside roles).

Table T15 shows the annual economic impact of the mid-point scenario of 7.5 additional FTE created, which is estimated to generate the following ongoing benefits:

- Total output of \$4.6 million; and
- 15 jobs (FTE).

### T15. ONGOING ECONOMIC IMPACT – RPT SERVICES

	Output	Employment (FTE)
Direct Effect	\$2,325,000	7.5
Indirect Effect	\$2,300,000	7
Total Effect	\$4,625,000	15

Source: Urban Enterprise, 2019

#### EXPAND EMERGENCY SERVICES

Economic benefit derived from the expansion of emergency services is typically associated with the development of an emergency services hub. Without the development of a specialised hub, or related infrastructure (i.e. aprons, taxiways, terminals, etc.) this is unlikely to generate any significant direct employment opportunities.

However, economic benefit resulting from emergency services is likely to be generated in the form of cost savings by minimising fire damage to property and infrastructure across western regional Victoria. Further investigation is required to quantify these savings (and subsequent economic benefits).

### EXPAND FLIGHT TRAINING OPERATIONS

The expansion of flight training operations, particularly with the impending arrival of REX airlines, could generate broader economic impacts via:

- Landing fees for training aircraft (see below for the impact of increasing airport fee revenue); and
- Training additional pilot cadets at the airport, which equates to job creation for the region.

Quantifying the number of additional cadets requires further investigation and research, particularly from discussions with REX and identifying what changes will occur to flight training at the airport; and how operations will be impacted by the runway upgrade.

PLACEHOLDER – WILL QUANTIFY BENEFITS FOLLOWING DISCUSSIONS WITH A REPRESENTATIVE FROM REX

### COMMERCIAL FREIGHT

Commercial freight is likely to provide economic benefit to the region through increases in business expenditure and job creation to facilitate operations. However, it is likely that a high volume of potential freight would be transported by RPT services (in the cargo hold), which has already been quantified above.

Furthermore, to examine the benefits of attracting dedicated commercial freight aircraft (via job creation, output, landing fees, etc.), further investigation is required – via a full business case – to determine the market potential and calculate the impact. As such, these benefits have not been quantified in this report.

### EXPAND CORPORATE & CHARTER FLIGHT OPERATIONS

Similarly, expanding the corporate flight and charter operations at the airport is likely to generate economic benefits through several sources, including additional output, business activity, job creation and landing fees, etc.

However, further investigation and a full business case is required to calculate the potential demand for these services in order to more accurately estimate and quantify the economic impacts.

### 6.3.2. COMMERCIAL OPPORTUNITIES

#### INCREASE AIRCRAFT SERVICING

The runway upgrade is likely to generate growth in MRO operations within Ballarat, as the airport would be able to accommodate larger aircraft for servicing. The impact of this, as detailed below, is quantified through potential job creation.

Larger aircraft are currently serviced by existing MRO businesses offsite (outside the Ballarat region) and requires approx. 5-6 employees. Therefore, discussions with MRO businesses that operate out of the airport estimated that servicing larger aircraft at the airport would require a similar increase in employees within the Ballarat region.

Table T16 shows the annual economic impact of creating an additional 5 employees to expand MRO operations, which is estimated to generate the following ongoing benefits:

- Total output of \$2.9 million; and
- 10 jobs.

#### T16. ONGOING ECONOMIC IMPACT – INCREASE AIRCRAFT SERVICING

	Output	Employment
Direct Effect	\$1,453,000	5
Indirect Effect	\$1,437,000	5
Total Effect	\$2,890,000	10

Source: Urban Enterprise, 2019

Please note these economic benefits reflect the initial uplift in employment during the first stages of operation from select businesses. Further investigation is required to quantify the long-term job creation once the growth in MRO operations have stabilised and additional aircraft servicing businesses have relocated to the airport.

### INCREASED BUSINESS INVESTMENT (INC. BWEZ)

Although the runway upgrade is not the primary driver for BWEZ investment, the increases in commercial and aviation activity at the airport could accelerate take-up and investment of land. As a result, it could help generate significant economic benefits for the region.

This can be quantified – at a high-level – by analysing the employment generation from purchases of total net developable area. With Stage 1 almost complete, future developable area is identified as the proposed Freight Hub (refer to the BWEZ Masterplan in Figure F6). This includes the sale of up to 24 hectares of land<sup>18</sup> for industrial uses associated with freight and transport, to complement the aviation infrastructure<sup>19</sup>. The analysis assumes 100% take-up of the freight hub to demonstrate its full economic potential.

Table T17 provides an estimate of the direct employment generation and wages and salaries potential of investment in the freight hub. It is estimated that full utilisation of the hub, which will be catalysed by the runway upgrade and expansion of aviation activities, will generate 288 direct jobs and \$19 million in wages & salaries, based on the following assumptions:

- The full 24 hectares of the freight hub is purchased by businesses/operators;
- The Net Developable Area (NDA) of the freight hub is 60% of the gross land; and
- The employment density for the industrial NDA land is estimated at 20 jobs per hectare, based on state benchmarks.

<sup>18</sup> Development Victoria

<sup>19</sup> Includes freight handling, storage, manufacturing, transport, etc.

### T17. BWEZ: ESTIMATED DIRECT EMPLOYMENT GENERATION

Gross Developable Area (GDA)	Net Developable Area (NDA)	Employment measure*	Employment Generation (direct)	Wages & Salaries (direct)**
24 hectares	14 hectares @ 60% of GDA	Industrial land @ 20 jobs per hectare	288	\$19 million

\*Precinct Structure Plans, Victorian Planning Authority 2017, adapted by Urban Enterprise

\*\* REMPLAN, 2019

Using the direct job creation figure of 288, the ongoing total economic benefits, shown in Table T18, includes:

- Total output of \$166.5 million; and
- 575 jobs.

### T18. ONGOING ECONOMIC IMPACT – BWEZ INVESTMENT

	Output	Employment
Direct Effect	\$83,713,000	288
Indirect Effect	\$82,794,000	287
Total Effect	\$166,507,000	575

Source: Urban Enterprise, 2019

The project could, therefore, provide significant economic benefits for the region.

### GENERATE INCREASES IN RENTAL REVENUE

This project provides the opportunity for Council to increase airport rents at market rates, facilitated by infrastructure improvements to the runway.

Based on information provided by Council, the airport receives annual rental revenue of \$200,000 from around 40 tenants onsite. However, the average rental rate across all sites is \$2.9 per sqm/per annum, which is considerably lower than market rates<sup>20</sup>. Council subsequently advised that the market rents should be higher in the order of \$6-\$8 per sqm/per annum. Using the conservative rate of \$6 per sqm/per annum,

<sup>20</sup> This is based on an analysis of annual rents paid by each individual tenant and divided by the area of space rented (where known).

this could generate over \$625,000 in total annual rental revenue. This equates to an additional \$425,000<sup>21</sup> in annual revenue could help eliminate Council's ongoing airport subsidy (of \$150,000 p.a.).

In addition, applying the rental increase of \$425,000 to the input-output model could generate ongoing economic benefits to the region (Table T19), including:

- Total output of \$845,000; and
- 3 jobs.

#### T19. ONGOING ECONOMIC IMPACT – RENTAL REVENUE

	Output	Employment
Direct Effect	\$425,000	1
Indirect Effect	\$420,000	2
Total Effect	\$845,000	3

Source: Urban Enterprise, 2019

#### GENERATE INCREASES IN AIRPORT FEE REVENUE

The introduction of aircraft fees – catalysed by the runway upgrade – can provide financial benefits for Council as well as broader economic benefits for the region.

Using similar fees proposed by Bendigo Airport<sup>22</sup> and incorporating current GA and future RPT activities, this could generate approx. \$765,000 in annual revenue for Council. As shown in Table T20, this is based on the following assumptions:

- Parking fee revenue of \$260,975, accounting for 65 aircraft parked each day (based on current activity) at a flat rate of \$11 per day.
- Landing fee revenue of \$360,000, assuming total movements (GA and RPT) are capped at 30,000 per current infrastructure restrictions, at a rate of \$12 per landing<sup>23</sup>.
- Passenger fee revenue of \$144,000, assuming 12,000 inbound passengers per annum at \$12 per passenger.

<sup>21</sup> Note: Where a tenant's rental area (sqm) is unknown, the rental rate remains constant.

<sup>22</sup> Based on a comparison to similar airports (<https://aopa.com.au/wp-content/uploads/2019/11/BendigoProposal.pdf>)

#### T20. PARKING AND LANDING FEES – FINANCIAL IMPACT (PER ANNUM)

	Parking Fees	Landing Fees	Passenger Fees	Total
Number	65 aircraft (per day)	30,000 aircraft (p.a.)	12,000 passengers (p.a.)	
Proposed Fee	\$11 per day	\$12 per landing	\$12 per person	
Revenue	\$260,975	\$360,000	\$144,000	\$764,975

Source: Bendigo Airport, 2019; Urban Enterprise, 2019; Note: in some cases, airport tenants may be exempt from landing and parking fees, however, this requires further investigation by Council and has not been applied to this analysis.

Although some of this revenue is likely to be used for ongoing maintenance and operational costs, particularly those associated with RPT activities (e.g. security, baggage, etc.), the additional revenue could help reduce or even eliminate Council's ongoing airport subsidy (of \$150,000 p.a.).

Furthermore, the additional revenue of \$765,000, which is expended by aircraft operators, could generate the following direct and indirect ongoing economic benefits for the region (see Table T21).

- Total output of \$1.5 million; and
- 5 jobs.

#### T21. ONGOING ECONOMIC IMPACT – AIRPORT FEE REVENUE

	Output	Employment
Direct Effect	\$764,975	3
Indirect Effect	\$756,000	2
Total Effect	\$1,520,975	5

Source: Urban Enterprise, 2019

<sup>23</sup> This is a conservative estimate, assuming that while additional aircraft will be attracted to the new runway, some operators may be priced out and reduce/limit operations

## 6.5. QUALITATIVE (SOCIAL) IMPACTS

In addition to the economic benefits detailed above, the runway upgrade is likely to generate several qualitative benefits (e.g. social impacts) for the local community, Council and local businesses. This again assumes the project can attract the aviation and commercial opportunities detailed throughout this report.

### IMPROVING THE TOURISM 'BRAND' AND REVITALISING THE REGION

This project, by improving direct connectivity to Ballarat via RPT services and additional corporate/charter services, could enhance the status of the region as a desirable visitor destination and improve the city's profile for tourists. Therefore, as more visitors are attracted to the region (and stay for longer periods) due to improved access, the level of visitor expenditure will subsequently grow (for accommodation, food and experiences, etc.). This is likely to stimulate the regional economy and revitalise the tourism industry.

### FLOW-ON EFFECTS TO LOCAL BUSINESSES.

The runway upgrade, which has the potential to generate increased activity and visitation to the region, could benefit local businesses as follows:

- RPT services (and additional corporate/charter services). With increases in visitation to the region, there would be additional flow-on benefits for local tourism and hospitality businesses in the private sector (across the LGA). This will be realised through increases in visitor expenditure. The runway upgrade could, therefore, promote additional private investment and/or redevelopment of local hospitality businesses.
- Business activity and investment. The runway upgrade could promote increases in commercial activities, business activity as well as development of the BWEZ (attract new businesses and facilitating business growth within the region. This would have positive results for businesses that work across the supply chain.

### POPULATION GROWTH AND RETENTION

As visitor spend and investment in the region increases, the project is likely to create and support new local jobs for residents. This could help lower the unemployment rate in the region. Therefore, providing job opportunities in the area as well as job training and skills development, could help address areas of socio-economic disadvantage by reducing unemployment in the region and increasing income levels.

This is beneficial for population retention and population growth, as it would help attract new residents from outside the region. Increasing the area's population base will generate flow-on benefits to the economy and stimulate improvements in resident services and amenities.

### EMERGENCY MANAGEMENT RESPONSE

By being able to receive larger emergency aircraft (e.g. LATs), this will improve the airport's capacity to operate various emergency services including fire, police, ambulance and medical in local areas as well as for Western Victoria (using Ballarat as a short-term base).

In particular, the LATs will be able ensure faster, more effective response to bushfires that is likely to save the lives of residents in danger and minimise social, economic and environmental impacts.

### INCREASE REGIONAL COMPETITIVENESS

Regional competitiveness typically improves through improved airport infrastructure and operations, as it will:

- Facilitate greater connectivity between Ballarat and other destinations, expanding its reach to other regional and metropolitan hubs;
- Improve local productivity as goods can be transported quickly and across further distances;
- Increase business investment, activity and growth;
- Create more local jobs, resulting in increases in wages; and
- Grow regional economic output and expenditure.

## **SAFETY**

A key consideration of this project, to be articulated in the grant application for the Regional Airports Program, are the potential improvements to the safety and accessibility of the airport. The intended outcome of the upgrade is to improve the safety of aircraft, operators and passengers, including (but not limited to):

- Ensuring all-weather capability;
- Reducing safety hazards on the runway;
- Improving the safety of airport employees and users; and
- Ensuring compliance with all CASA guidelines.

## **6.6. KEY FINDINGS**

**This project has the potential to generate significant financial and economic benefits for Council and the Ballarat region, including increasing Council revenue, generating employment and increasing economic output.**

**The benefits are attributed to the construction of the runway upgrade, as well as the aviation and commercial opportunities identified with operation. These are summarised below, based on quantification of the following:**

- RPT services;
- Aircraft servicing (MRO operations);
- BWEZ investment;
- Increases in rental revenue; and
- Increases in airport fees.

### **T22. SUMMARY OF FINANCIAL AND ECONOMIC BENEFITS**

<b>Phase</b>	<b>Revenue Impact</b>	<b>Job Creation*</b>	<b>Economic Output*</b>
<b>Construction</b>	<b>N/A</b>	<b>104</b>	<b>\$47.8 million</b>
<b>Operation (ongoing)</b>	<b>\$1.2 million</b>	<b>608</b>	<b>\$176.4 million</b>

\* Direct and Indirect

**Importantly, generating annual revenue of \$1.2 million per annum would enable Council to return the project's capital investment (of \$7.5 million) within 6.5 years of operation.**

**While it is expected that other opportunities – flight training, freight, corporate/charter services – are likely to stimulate the regional economy (through business investment, job creation and economic output), further research is required to quantify these benefits.**

## 7. CONCLUSIONS

The research confirms that the runway upgrade project has the potential to enable Council to better utilise the airport asset, including:

- Expansion of aviation activities; and
- Commercial opportunities for Council, businesses and airport operators.

The range of opportunities explored in this report are unlikely to occur without significant improvements to the runway infrastructure. Therefore, the upgrade is a critical project by Council to improve the sustainability and viability of the airport.

However, the establishment of appropriate runway infrastructure is but one element to facilitating airport and commercial growth. Airports typically do not operate on a 'build it and they will come approach'. As such, the opportunities included in this report should be viewed as aspirational, as they are determined by several additional factors, including (but not limited to):

- Market demand and general aviation industry trends;
- Infrastructure requirements, including enabling infrastructure (taxiways, aprons, etc.);
- Government management decisions (e.g. DELWP is responsible for coordinating emergency management on a needs basis);
- The role of competing airports and understanding Ballarat's regional context; and
- Ability to meet administrative/legislative burdens such as inspections, maintenance, etc.

Therefore, further investigation is required to confirm the feasibility of the project and to quantify the impacts of the identified opportunities. It is recommended that Council undertakes additional research and analysis to confirm the project benefits and any other requirements, including (but not limited to): demand analysis, primary market research, preparation of a full business case, cost-benefit analyses, etc.

# APPENDICES

## APPENDIX A ECONOMIC TERMS AND DEFINITIONS

Output data represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

Employment data represents the number of people employed by businesses / organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside. This employment represents total numbers of employees without any conversions to full-time equivalence. Retail jobs for instance represent typical employment profiles for that sector, i.e. some full time, some part time and some casual.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy.

Impacts used in this assessment include the following terms:

- Direct effects – Direct output or value of development or construction activity.
- Indirect effects:
  - Supply-Chain effects - The increased output generated by servicing industry sectors in response to the direct change in output and demand; and
  - Consumption effects - As output increases, so too does employment and wages and salaries paid to local employees. Part of this additional income to households is used for consumption in the local economy which leads to further increases in demand and output region



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### **10.3. EUREKA CENTRE 2030 VISION**

**Division:** Development and Planning  
**Director:** Angelique Lush  
**Author/Position:** Jeff Johnson – Executive Manager Events and the Arts

#### **OFFICER RECOMMENDATION**

**Council resolves to:**

- 1. Adopt 2030: A Vision for the Eureka Centre**
- 2. Acknowledge the support and extensive work of the Eureka Centre Community Consultative Committee.**

#### **EXECUTIVE SUMMARY**

The draft '2030: A Vision for the Eureka Centre' forms the strategic advice from the Eureka Centre Community Consultative Committee, which was established by City of Ballarat to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E.) to the new Eureka Centre, which opened in April 2018.

To develop the vision and recommendations, the Eureka Centre Community Consultative Committee participated in three workshops and two meetings between October 2018 to August 2019. The workshops were informed by data received through the community consultation process that supported the development of the Interpretation Plan. The committee ensured that community views and ideas were considered and included in the development of its strategic recommendations.

#### **RATIONALE**

The draft '2030: A Vision for the Eureka Centre' imagines a successful and sustainable future for the Eureka Centre as a viable and respected cultural institution and much-loved community service and visitor attraction.

Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Consultative Committee members, the draft 2030 Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities.

The draft 2030 Vision provides an aspirational pathway for the Eureka Centre that is focused and ambitious, while remaining practical and realistic. It is future-focused and concerned with the Eureka Centre's growth in financial sustainability, reputation and reach. It acknowledges that building the Eureka Centre's reputation is critical in both attracting visitation in a competitive cultural tourism marketplace as well as securing future support in a dynamic and competitive fiscal and funding environment.

The 2030 Vision presents a series of strategic recommendations expressed as aspirational statements. The recommendations are grouped into three categories: Place, Partnerships and Advocacy, and Programming. It is pitched at a high strategic level to inform ongoing business planning over the coming decade, inspiring creative realisation through initiatives, programs and services that embody its aspirations.

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The 2030 Vision takes into consideration the Interpretation Plan and its community consultation outcomes. The Interpretation Plan focuses on the interpretation and management of the tangible and intangible heritage of the Eureka Stockade story and the historical site of the Eureka Stockade Memorial Park. Together, these two guiding documents will inform future business planning at the Eureka Centre and Eureka Stockade Memorial Park to ensure progress is delivered with reference to high level objectives.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	Yes	Yes
<b>Economic</b>	No	No
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	No
<b>Evaluation and Review</b>	Yes	No

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

**Social/Cultural** – The 2030 Vision is focused on activation of the Eureka Centre and the Eureka Stockade Memorial Park to support community access and engagement, enhancing community connectedness, active living and wellbeing.

**Environmental/Sustainability** – The Eureka Centre is guided by the City of Ballarat Carbon Neutrality Strategy and 100% Renewables Action Plan.

**Financial/Resource** - Implementation of the 2030 Vision will be within the Eureka Centre's recurrent budget. No addition funding will be required.

**Risk Management** – Without an adopted strategic framework for the Eureka Centre, there will be wasted uncoordinated efforts and a lack of strategic direction leading to poor business outcomes. Risk Management will be specifically addressed in the Business Plan and project plans.

**Implementation and Marketing** – Business and marketing plans will be developed to support the implementation of the 2030 Vision.

**Evaluation and Review** – The 2030 Vision will be reviewed annual when reviewing and updating business and marketing plans.

## **CONSULTATION**

The Eureka Centre Community Consultative Committee was established following a call for expressions of interest. Seven community members were appointed by Council for a one-year term. Community representatives joined three Councilors on the committee to develop strategic recommendations. The advisory committee met between October 2018 to August 2019.

In developing the draft 2030 Vision, the consultative committee reflected on data received through a community consultation process delivered to inform the development of the Interpretation Plan. This consultation included:

- An online survey was promoted and accessible from December 2018 – March 2019. A total of 186 online responses were received.
- A printed flyer containing the same questions as the online survey was circulated with the Autumn 2019 edition (March 2019) of My Ballarat, which was distributed to every household in the municipality.
- Two drop-in sessions were held at the Eureka Centre during March 2019 as an opportunity for community members to discuss their thoughts and ideas directly with Council officers, on site at the Eureka Centre. A total of 33 people attended the sessions and their responses were recorded.

## **OFFICERS DECLARATIONS OF INTEREST**

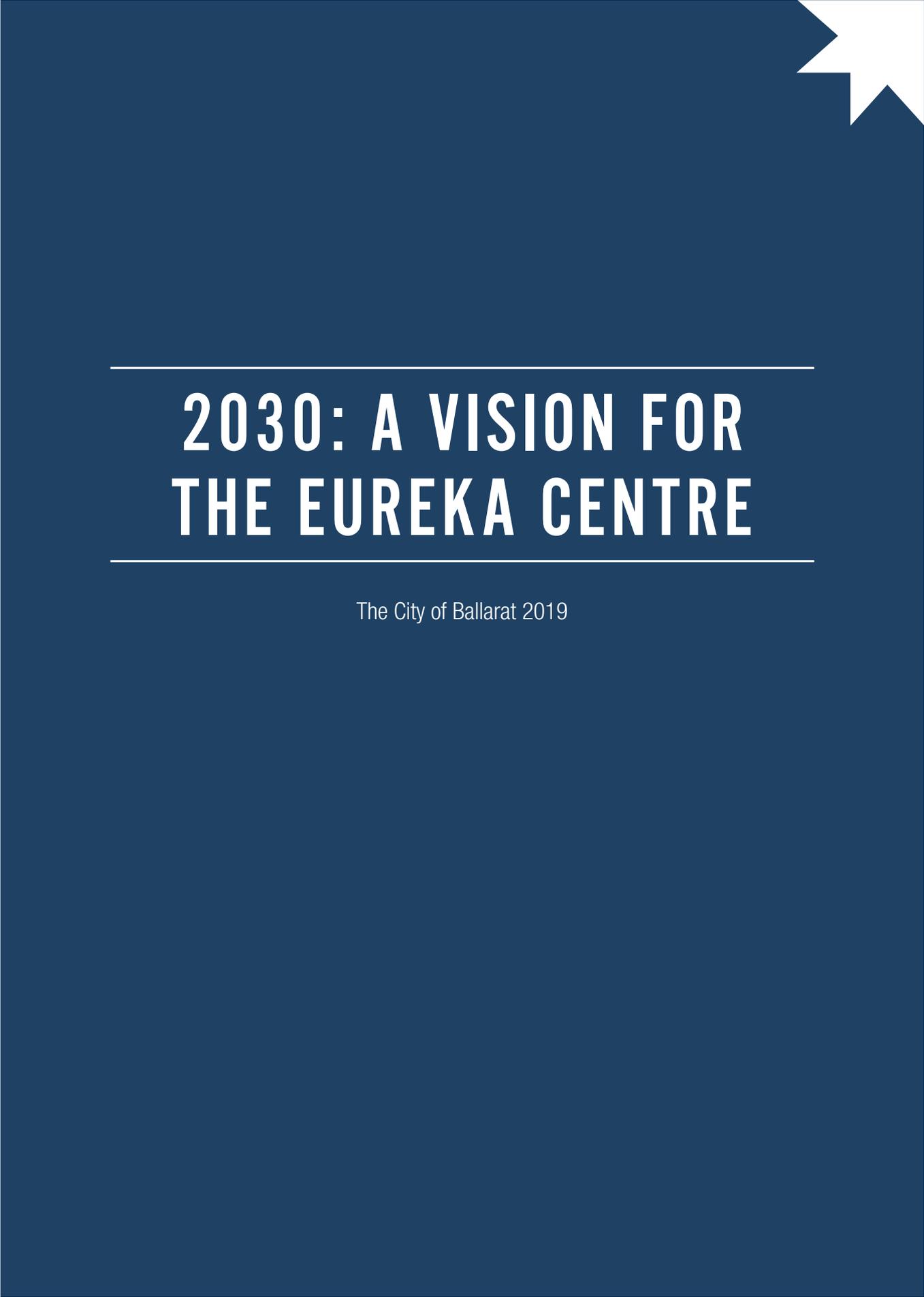
Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **REFERENCE DOCUMENTS**

- Draft '2030: A Vision for the Eureka Centre'

## **ATTACHMENTS**

1. 2030 - A Vision for the Eureka Centre single [**10.3.1** - 20 pages]

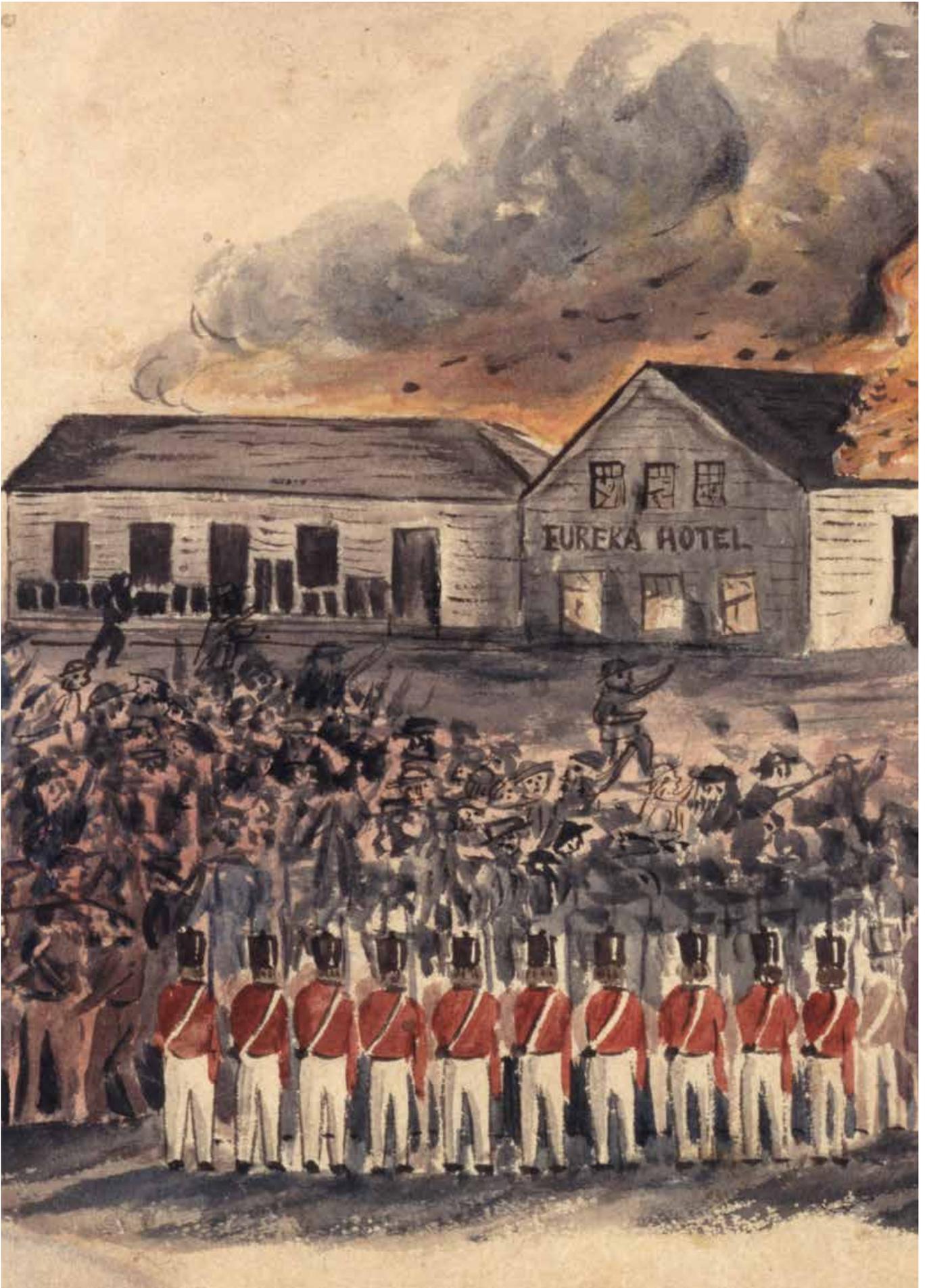


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# 2030: A VISION FOR THE EUREKA CENTRE

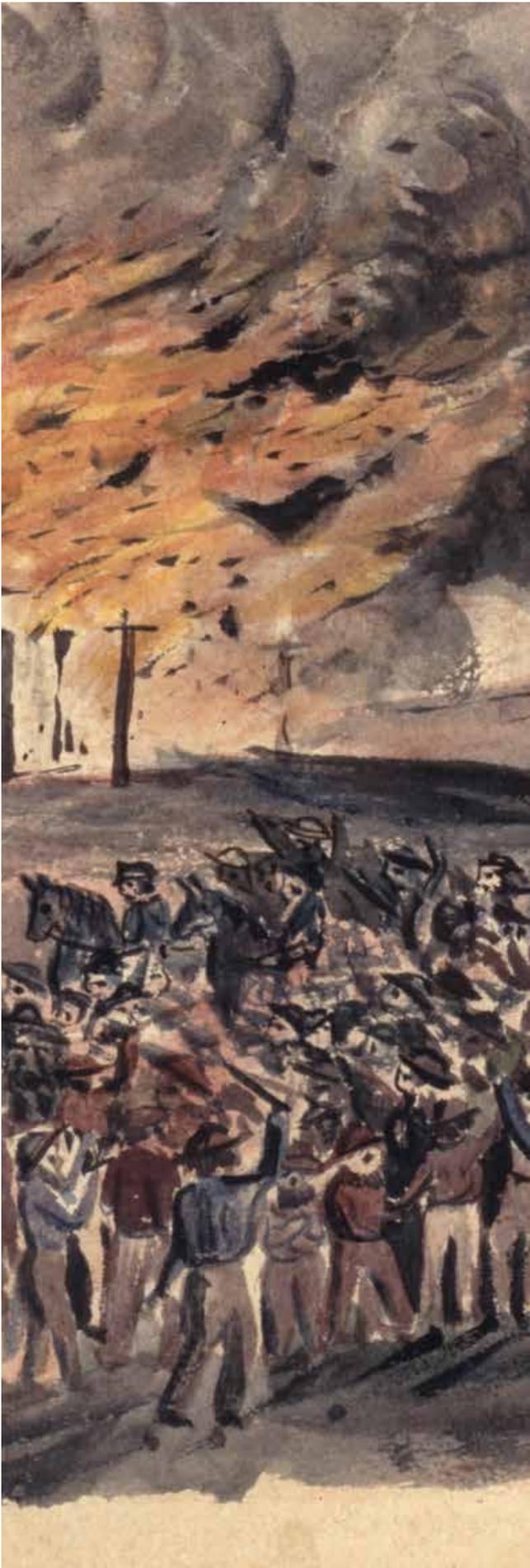
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The City of Ballarat 2019

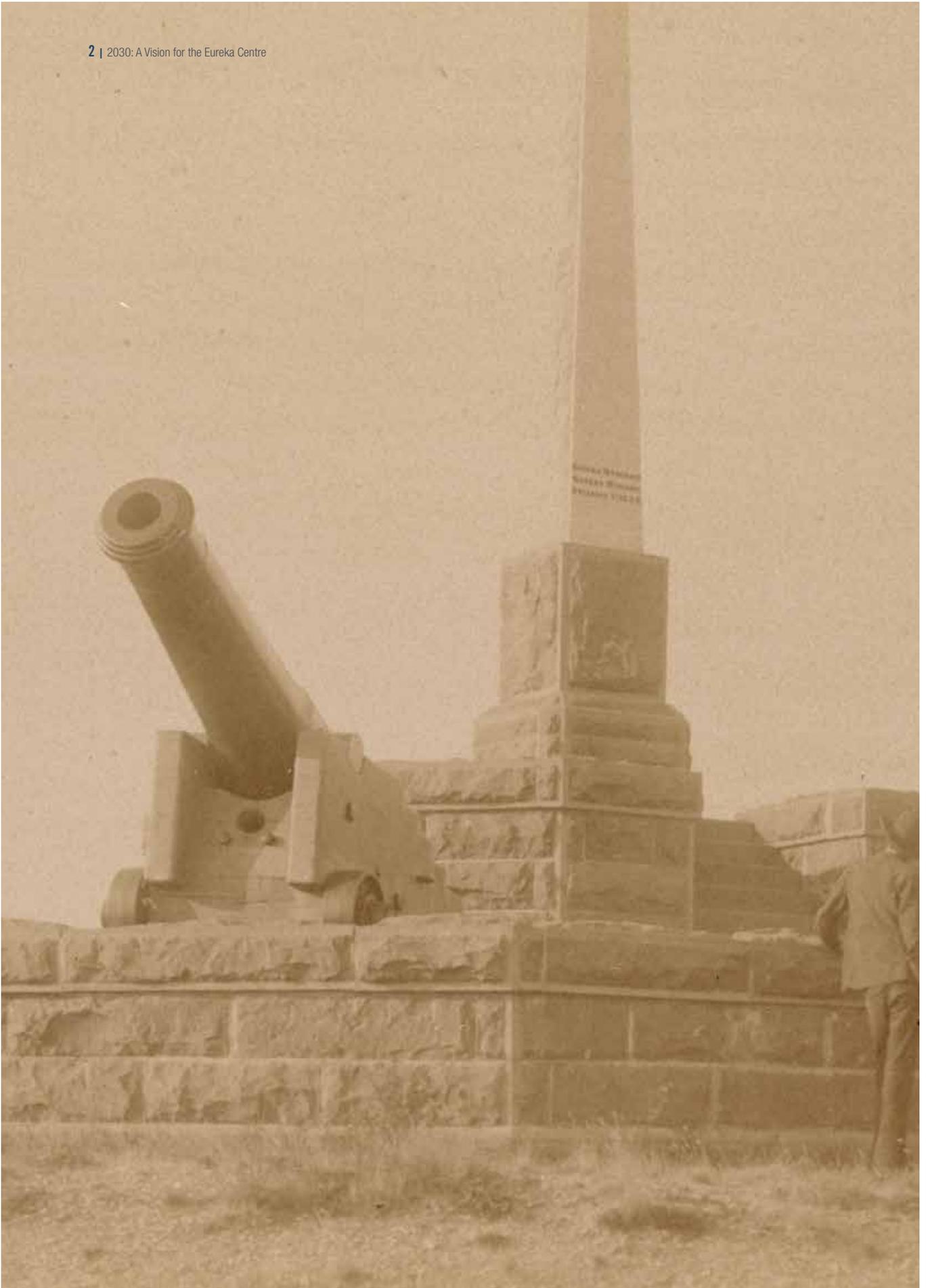


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Adjacent image: 'Eureka Riot 17th October' 1854, original artwork, C. Doudiet, Art Gallery of Ballarat.



## EXECUTIVE SUMMARY

The Eureka story is at once a profound and compelling Australian and global story. It is a touchpoint in Australia's history, designated as a place in time where the foundations of Australian democracy were laid. Eureka is seen as the embodiment of hope and struggle in the face of adversity and has become a beacon for equality, unity and the right to a fair go, which now lies at the heart of the Australian spirit and identity. Its broad appeal to different sets of values, aspirations and ideals has ensured it continues to endure and resonate even after several generations.

Eureka's deep resonance in the Australian imagination underpins '2030: A Vision for the Eureka Centre'. The 2030 Vision imagines a successful and financially sustainable future for the Eureka Centre as a leading national cultural institution and much-loved visitor attraction. This vision is committed to democratizing the Eureka Centre and building its reputation through a commitment to innovative and accessible programming, social space activation and the integration of the visitor experience into community life. It presents strategic advice from the Eureka Centre Community Advisory Committee, which was established by the City of Ballarat to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E).

The Eureka Centre opened in April 2018 and is the third iteration of a museum / interpretation centre on the purported location of the Eureka Stockade since 1998. Visitors connect with the Eureka story through its interpretation within the Eureka Centre's museum and throughout the site, known as the Eureka Stockade Memorial Park. The site is the principal artefact of the historical event. The Eureka Centre, through its museum, is its key witness. The museum is charged with engaging audiences through both the story and site with integrity and credibility.

The City of Ballarat received extensive expert and community input to establish a fresh, new strategic direction for a museum and visitor experience at the National Heritage Listed Eureka Stockade Memorial Park. This compelling 2030 Vision sets a viable strategic direction that honours the Eureka story and is more fitting for a cultural institution and historical site of national and global significance.

The 2030 Vision is aligned to the Interpretation Plan, which was developed simultaneously. Together, these two guiding documents will inform future strategic planning at the Eureka Centre and Eureka Stockade Memorial Park to ensure progress is delivered with reference to high level objectives.

Adjacent image: "The famous 'Eureka Stockade', Ballarat, December 1854" c.1889-1891, C. Rudd, State Library Victoria.



## BACKGROUND

### THE SITE

The legacy of the 1854 Eureka Stockade is central to the identity of the City of Ballarat and its significance is most deeply revealed at the purported site of the rebellion, the Eureka Stockade Memorial Park. The Eureka story is communicated at this site through interpretation within the Eureka Centre's museum and throughout the park, which together ground the legendary event in a tangible experience.

The Eureka Stockade Memorial Park was established in the late 1800s on the purported site of the battle and its significance is recognised through its inclusion on the National Heritage List. The park has been subject to ongoing commemoration that reflects community interest in the multilayered, contested and much-loved Eureka story. It is equally used as a place for community recreation and congregation.

Presently, people come to Eureka to pay homage to an important moment in Australian history and all that it has come to represent. The site is embedded with recreational and interpretative elements, but does not readily invite solemn reflection or encourage pilgrimage. There are opportunities to deepen the visitor experience through evoking feelings of awe and reverence when journeying through the site. A more profound connection between the site and the building is needed, with the museum's interpretative elements incrementally revealing the Eureka story in the build-up to a meaningful encounter with the destination artefact, the Eureka Flag.

Since 1998 a landmark building has occupied this significant and sensitive site and three iterations of an interpretation centre or museum have been delivered there, in an attempt to harness the popular interest in Eureka and to support the growth of Ballarat's visitor economy. These include the Eureka Stockade Centre (1998-2011) and the Museum of Australian Democracy at Eureka (M.A.D.E) (2013-2018). In March 2018 the City of Ballarat closed the independently operated M.A.D.E, transitioning immediately into a Council owned and operated service known as the Eureka Centre.



## STRATEGIC CONTEXT

In February 2018, Ballarat City Council resolution R43/18 resolved to appoint a 'Eureka Centre Consultative Committee' to support the transition from M.A.D.E. to the new Eureka Centre (Appendix 1).

The following committee members were appointed to the committee:

<b>Councillors</b>	Mayor Cr Samantha McIntosh (Chair)
	Deputy Mayor Cr Jim Rinaldi
	Cr Daniel Moloney
<b>Community Representatives</b>	Fred Cahir – Associate Professor Aboriginal History, Federation University
	Ron Egeberg – Past Director, Eureka Stockade Centre
	Serena Eldridge – Industry & Development Manager, Visit Ballarat
	Samantha Fabry – Heritage consultant
	Ross Haby – Past Executive Director, Committee for Ballarat (until May 2019)
	Mary-Rose McLaren – Associate Professor, College of Arts & Education, Victoria University
	Phillip Moore – Past President, Eureka's Children

The Eureka Centre Community Advisory Committee is a skills-based group established for one year. It first met on 16 October 2018 with its first planning session on 1 December 2018. Members were appointed to establish a committee with a range of skills and experiences. The committee was asked to work with Council officers to develop strategic advice to Council.

The committee was tasked with developing strategic recommendations to support the Eureka Centre's long-term sustainability as a visitor attraction and community service. Through a series of strategic workshops, the committee reviewed past iterations of the Eureka Centre (refer to Appendix 2), assessed its current strategic and operating context and focused on developing a fresh future direction.

Above image: 'Swimming Pool, Eureka Stockade, Ballarat, VIC.' 1920, Rose Stereograph Co., State Library Victoria.



## APPROACH

To develop the vision and recommendations, the Eureka Centre Community Advisory Committee participated in three workshops.

The second and third workshops were informed by data received through the community consultation process that supported the development of the Interpretation Plan for the Eureka Centre and its site. Community feedback was received through a community survey and community drop-in sessions (Appendix 3). The committee was mindful to ensure that community views and ideas were considered and included in the development of its strategic recommendations.

Following the third workshop, the committee met to fine-tune the draft recommendations and develop these into the format of the 2030 Vision.

### WORKSHOP 1: DECEMBER 2018

The 'generative' workshop provided an opportunity for committee members to contribute to the Eureka Centre Interpretation Plan. This included a deep dive into the Eureka story, a look at the current situation for the Eureka Centre as well as an audience analysis and stakeholder mapping exercise.

### WORKSHOP 2: MARCH 2019

Building on the outcomes from the first workshop, the 'vision' workshop gave committee members an opportunity to explore feedback from the community (survey and drop-in sessions) and with that in mind, articulate their aspirations for the Eureka Centre and Eureka Stockade Memorial Park. This resulted in the development of a vision statement with a supporting narrative.

### WORKSHOP 3: JUNE 2019

The 'recommendations' workshop provided an opportunity for committee members to contribute ideas that would enable their vision for the Eureka Centre and Eureka Stockade Memorial Park to be achieved. These ideas have been developed into strategic recommendations with the aim of building the reputation of the Eureka Centre and Eureka Stockade Memorial Park which in turn will drive growth and financial sustainability:

Above image: Eureka Centre, courtesy Graham Denholm.

## PURPOSE

Following the closure of the Museum of Australian Democracy at Eureka (M.A.D.E) and reopening of the Eureka Centre in 2018, the City of Ballarat sought extensive expert and community input and advice. This process of wide peer and stakeholder engagement was essential to ensure that the third iteration of a museum / interpretation centre, on the site of the National Heritage Listed Eureka Stockade Memorial Park, since 1998, is underpinned by a compelling and viable strategic vision.

The 2030 Vision provides an aspirational pathway for the Eureka Centre that is focused and ambitious, while remaining practical and realistic. It is future-focused and concerned with the Eureka Centre's growth in financial sustainability, reputation and reach. It acknowledges that building the Eureka Centre's reputation is critical in both attracting visitation in a competitive cultural tourism marketplace and securing future support in a dynamic and competitive fiscal and funding environment.

The 2030 Vision presents aspirational statements focused on institutional identity and purpose, market positioning, audience engagement and programming, as general statements of intent. The document is pitched at a high strategic level to inspire creative realisation through strategic and business planning leading to the delivery of programs and services that embody its aspirations.

The Eureka Centre 2030 Vision will inform strategic and business planning over the coming decade. Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Advisory Committee members, the 2030 Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities.



### 2030 VISION AND INTERPRETATION PLAN

The 2030 Vision and Interpretation Plan work in tandem to guide ongoing strategic and business planning.

The 2030 Vision includes a commitment to deep and memorable audience engagement with the Eureka story, but its strategic aspirations cover a wider range of areas. These include leadership, business management, stakeholder engagement, audience development, curatorship, education, advocacy, funding, programming, branding and marketing, audience development, site management and major projects.

Importantly, the 2030 Vision presents aspirational statements invulnerable to changes in the Eureka Centre's operating context (e.g. staff attrition, organizational changes, political cycles). This provides a confident way forward for the Eureka Centre's development and growth as a significant and sustainable cultural intuition and community hub.

The Interpretation Plan's purpose is to develop audiences through engaging storytelling, appropriate and consistent interpretation, communication and presentation of the history of Eureka and interpretation and preservation of its material culture and cultural landscapes. It inspires how we engage communities through telling the Eureka story and highlighting the heritage values of its historic site. The plan will directly inform curatorship, scholarship, public programming, education and cultural landscapes management at the Eureka Centre.



## IMAGINING THE FUTURE

By 2030 the Eureka Centre is a successful, respected and sustainable cultural institution and visitor attraction. It is nationally recognised as a dynamic and bold cultural institution, deeply embedded in the culture of Eureka and profoundly connected to the communities it serves.

There are few events in Australian history that can match the Eureka rebellion in its dramatic impact on the social and political fabric of the nation as we know it. As the site of this formative event and the current home of its principal artefact, the Eureka Flag, the Eureka Centre and the Eureka Stockade Memorial Park are places to connect with Eureka's multilayered, contested and much-loved story.

Eureka Centre shares a passionate and poignant human story of hope, struggle and profound victory from defeat. It embraces the Eureka Stockade's contested history and powerfully connects to its purported site. The appropriation of the Eureka Stockade, and especially the Eureka Flag, as a symbol by competing political causes and social groups is explored, providing entry points for diverse audiences. Competing voices are accommodated and programming is exciting and sometimes provocative as a result. Eureka Centre provides a forum for dangerous ideas.

By 2030 the Eureka Centre is embraced as the principal custodian of the Eureka legacy. It is respected for its engaging exhibitions and programming, innovative creative projects and lauded curatorship and scholarship. Its reputation has been transformed in the museum and education sectors, the cultural tourism industry and amongst government and philanthropic organisations.

Eureka resonates in Australia's national story and existing, widespread public awareness is harnessed to deepen audience engagement and grow visitation. With an enhanced reputation, the Eureka Centre and the Eureka Stockade Memorial Park is respected in the cultural tourism marketplace as a popular destination for Australian and international tourists and a beloved cultural and community asset for the local community.



## VISION STATEMENT

Eureka will resonate with community and visitors through compassionate, respectful and innovative storytelling at the site

### UNDERSTANDING THE VISION STATEMENT

#### RESONATE

Our vision involves the creation of experiences that have long-term resonance with the Ballarat community and visitors. We want the community and visitors to have an emotional reaction to, and feel an emotional connection with, the Eureka story that is told at the Eureka Centre and its site. We want the centre and park to have a physical, emotional, intellectual and social 'cut-through'. The community and visitors will feel a strong sense of pride and will understand the importance of the Eureka story locally, nationally and internationally. The centre and park will become an important 'shrine' and a place of pilgrimage.

#### COMMUNITY AND VISITORS

Our vision involves creating experiences that draw local, regional, national and international visitors. The centre and park will become a destination in itself. The local community has a great deal of pride in the site and the way it presents. The centre and park draws students and researchers. The stories and experiences resonate with a diverse range of people and the experience is personalised to account for that diversity and the multicultural aspects of the Eureka story. The site is accessible to all and is connected to other visitor experiences in Ballarat and beyond.

#### COMPASSIONATE AND RESPECTFUL

Our vision involves the compassionate telling of stories from different perspectives in a way that seeks to support a deeper understanding of, and empathy with, the circumstances that led to the Eureka Stockade and its aftermath. This includes telling the story from an indigenous perspective as well as a multicultural perspective that acknowledges the 22 nations represented. The Eureka Centre and Eureka Stockade Memorial Park is respectful of the truth and of the different perspectives that prevailed at the time of the Eureka Stockade and acknowledges the contested aspects of the Eureka story.

#### INNOVATIVE

Our vision involves exciting experiences that embrace current museum trends and practices. We want the Eureka Centre and Eureka Stockade Memorial Park to create a 'spark' in those that visit. New and emerging ideas, practices and technologies will be used to tell the Eureka story in a challenging and fearless way.

#### STORYTELLING

Our vision involves telling the Eureka story in a way that connects and integrates the site with other visitor experiences in Ballarat and beyond. To that end, our vision involves a great deal of collaboration with other relevant sites. The stories we tell should affect people. There should be a level of emotional engagement with the stories. Our vision involves the activation of all five senses in a logical journey, flow and navigation that starts at a striking point-of-entry and ends with the Eureka Flag.



## MISSION

To deliver an exceptional visitor experience that connects diverse audiences with Eureka's multilayered, contested and much-loved story.

To share our compelling vision with the community, key influences, funders and benefactors to drive growth and a financially sustainable future.

To be the pre-eminent custodian of the Eureka legacy and a respected national cultural institution.

Above image: the Eureka Flag 2019.



## STRATEGIC RECOMMENDATIONS

The following strategic recommendations are expressed as ‘aspirational statements’ (aligned with the vision statement and mission).

The recommendations are grouped into three categories:

Place, Partnerships & Advocacy, Programming

### PLACE

1. People love visiting the Eureka Centre and its site, whether for leisure or as a place of learning or pilgrimage. It is a place where diverse community connections are created, celebrated and shared.
2. Visitors experience a profound sense of arrival as their engagement with the site and its history begins. The story has diverse audience appeal and unfolds incrementally to build an emotional connection to the Eureka story, culminating in an encounter with the ‘destination object’ – the Eureka Flag.
3. Eureka Centre offers multiple entry points into the Eureka story for people of all ages and abilities through sensitive and engaging interpretation and design, facilitating participation at various levels of interest, from surface exploration to a deeper dive.
4. The Eureka Stockade Memorial Park has sustained its cultural heritage values and enhanced the visitor experience through interpretation and design that reinforces a sense of awe and reverence for its profound place in world history.
5. A visit to the Eureka Centre fully integrates an exploration of the Eureka Stockade Memorial Park and activation of its public spaces and amenities, including McKay Hall, Lake Penhalluriack, the playground and monuments.
6. Eureka Centre has exploited its geographical positioning to provide a visual connection between the site and Ballarat more broadly. The vista is an attraction in its own right, as well as a means of exploring the Eureka Stockade’s contested narratives and alleged locations.
7. Eureka Centre has completed its third stage redevelopment to resolve the building’s limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution.
8. Eureka Centre provides distinctive high-quality food and wine opportunities that are fully integrated into the Eureka Centre visitor experience and showcase regional produce.
9. Eureka Centre is a successful attractor of visitation with people drawn to one or more of the complementary aspects of its offer: the museum, the Eureka Flag, the education program, the dining experience, the vista, the centre for ideas and research, and the Eureka Stockade Memorial Park and related sites in Ballarat.

## STRATEGIC RECOMMENDATIONS

### PARTNERSHIPS & ADVOCACY

1. Eureka Centre's vision and mission are clear and compelling. As a respected cultural institution, it has secured the trust and support of key stakeholders and advocates in the community and beyond, positioning itself strongly to attract public and private sector partnerships and investment.
2. Eureka Centre has established meaningful and productive partnerships with cultural heritage sites and institutions connected or aligned to the Eureka story, both in Australia and internationally. These partnerships have expanded its reputation and reach through exhibitions, object loans, joint projects, cultural partnerships and reciprocal advocacy.
3. As Council's premier heritage service and attraction, the Eureka Centre is a prominent gateway for those wanting to experience the Central Victorian Goldfields World Heritage sites.
4. Eureka Centre is a leader and respected partner in the GLAM and heritage sectors and is active in supporting the sustainability and growth of Ballarat's heritage community through education, collaboration and resource sharing.
5. Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming.
6. The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag.
7. Visitors arrive at the Eureka Centre through numerous modes of transport, including an integrated public transport network that connects it to other Ballarat attractions.
8. Eureka Centre has a recognised and respected name, with a strong online presence that utilises multiple platforms to engage with and develop its audiences, including through off-site learning and education opportunities.
9. Eureka Centre's program is informed by our region's arts and heritage communities who reflect the bold and creative spirit of Eureka through innovative and engaging projects.



# STRATEGIC RECOMMENDATIONS

## PROGRAMMING

1. In keeping with the Eureka spirit, the Eureka Centre has a national reputation as a place to explore provocative ideas, facilitating discussion around pressing cultural, political and social issues.
2. Eureka Centre embraces the contested history of the Eureka Stockade and the symbolism of the flag, to connect with contemporary ideas about Australian identity that reflect its broad appeal in our national consciousness and world history.
3. The Eureka story is told through multilayered perspectives reflecting the diversity of goldfields life, broadening the Eureka narrative for contemporary audiences to include a stronger focus on the experiences of Aboriginal people, women, children and the many migrant groups present on the goldfields.
4. Eureka Centre has a reputation for learning and scholarship through its own high-quality exhibitions, research, school and university programs, public programs, publications and, by extension, through supporting and facilitating external research. Institutional collaborations and research scholarships reinforce the Eureka Centre's reputation as the principle custodian and advocate of the history of the Eureka Stockade.
5. Eureka Centre has a reputation for experiential museum practices that incorporate, but are not beholden to, leading-edge technology, delivering a rich and immersive visitor experience through a combination of culturally significant objects, site interpretation, multi-sensory interpretation and design.
6. Eureka Day on December 3rd is the primary occasion recognising the events of Eureka and has found broad appeal in the wider community as a celebration of all the Eureka story represents.
7. The Eureka Flag remains the centrepiece of the Eureka Centre's visitor experience, complemented by culturally significant objects relevant to the Eureka story (e.g: The Ballarat Reform League Charter) that have been procured (or reimagined) to broaden the interpretive offering and audience engagement.
8. Eureka Centre is the primary custodian of the heritage of the Eureka story throughout Ballarat and beyond, leading the consolidation and connection of multiple sites through interpretive design, linked experiences, cultural exchange and viable itineraries.
9. The Eureka Centre draws on the expertise, networks and resources of volunteer community members and stakeholder groups to build its reputation, increase its reach and enhance the visitor experience.
10. The Eureka Centre explores the contemporary resonance of the Eureka story through a range of artistic, creative and ideas-based projects that build community engagement and broaden discussion about culture and society.

# APPENDIX 1

## COUNCIL RESOLUTION

Council resolves to:

1. Note the findings of the M.A.D.E Feasibility Study.
2. Acknowledge the effort and hard work of the M.A.D.E staff and Board in establishing and running the facility.
3. Instruct the City of Ballarat CEO to progress the following alternative option with the intent of ensuring the cost-effective operation of the Eureka Centre:
  - Reduce funding with rolling reductions over future years;
  - Bring operation of the facility under the direct management of the Development and Planning Directorate (which includes the portfolio areas of arts, culture, tourism, heritage and placemaking) within the COB making use of existing systems and processes; disband the Board and current governance arrangements and wind-up the company;
  - Retain the primary focus as a centre dedicated to telling the Eureka story and its enduring link to the identity of Ballarat and retain the Flag for continued public access;
  - Appoint a skills-based Eureka Centre Consultative Committee with specific terms of reference endorsed by Council;
  - Further develop successful community use (including current library service, programming and relocation of appropriate research facilities), supporting a profitable café, well used theatre and satellite visitor service;
  - Develop and action a fundraising plan which includes advocacy for State and Federal funding and private investment;
  - Investigate the reinstallation of the iconic Flag Sail; and
  - Using the input of the Centre's Consultative Committee, rebrand the facility to incorporate the word Eureka.

Moved: Cr Samantha McIntosh      CARRIED  
Seconded: Cr Daniel Moloney      (R43/18)

## APPENDIX 2

### HISTORY OF EUREKA INTERPRETATION CENTRES AT THE SITE

Eureka Centre was established in April 2018 at the site of the National Heritage listed Eureka Stockade Memorial Park. Eureka Centre is the third iteration of a museum / interpretation centre on this site.

The first interpretive facility, the Eureka Stockade Centre opened in 1994, and was based in a newly constructed and award-winning building by Phillip Cox Architects. Doubling as a visitor information centre, this iteration was focused on education and site interpretation, with few authentic artefacts on display. At the time, the Eureka Flag - the key artefact linking the site to the story - was housed at the Art Gallery of Ballarat. Attracting around 40,000 visitors, Sovereign Hill relinquished management of the Eureka Centre to the City of Ballarat. Management consultants were employed to reimagine the Eureka Stockade Centre with the hope of attracting higher visitation to bolster the visitor economy and improve the return on the investment made by the City of Ballarat and the Victorian and Australian governments.

The upgraded facility was re-branded as M.A.D.E: Museum of Australian Democracy at Eureka and opened in 2012. The relocation of the Eureka Flag was successfully negotiated with the Art Gallery of Ballarat. A secure and fire-proof room was designed specifically for the contemplation, interpretation and memorialisation of the Eureka Flag. A substantial multimedia interpretative exhibition was established to connect the story of the Eureka rebellion to the broader international quest for democracy. One of the key criticisms of M.A.D.E was that the Eureka story became lost in this wider international reflection on democracy and the struggle for equal rights. The circular panel of interactive screens focused on Eureka, but the remainder of the space more broadly focused on democracy. Positioned as featuring state-of-the-art technology, this technology was soon outdated as personal computer technology become widely available through the uptake of tablets and smart phones.

In 2017, Ballarat City Council commissioned a feasibility report to review the impact of its investment in the annual operation of M.A.D.E. This report was considered by Council in February 2018. Council resolved to close M.A.D.E and to resume operation as a Council facility (Appendix 1). The Eureka Flag was retained and in April 2018 Council opened the Eureka Centre.

A transition plan was put in place to update the permanent exhibition to move away from M.A.D.E's wider democracy theme towards a dedicated focus of the Eureka story. The transition process began in April 2018, informed by a Council resolution that provided a context in which to deliver immediate change. The Manager Eureka Centre commenced in September 2018 and the Eureka Centre Consultative Committee held its first formal meeting on 1 December 2018.

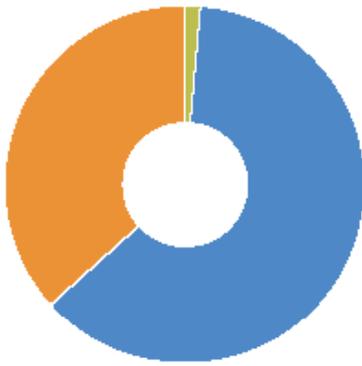
The new Eureka Centre is charged with building a stronger connection to the history of the Eureka Stockade and the historic site in which the museum is located. With this dual visitor attraction / community focus, it is expected that the Eureka Centre will provide a better value proposition for Council and the community. Its core business is built around an interpretive/ museum experience that is responsive to its historic site and the events and legacy of the Eureka Stockade. Beyond the immediate transition, ongoing investment in curatorial services is required to ensure the Eureka Centre remains competitive in the cultural tourism market. Education Programs have been successful and sustainable in past iterations and remain so. The introduction of the Ballarat Research Hub at Eureka (BRHAE) connects the heritage research community to Eureka and establishes a new source of visitation.

## APPENDIX 3

### COMMUNITY SURVEY OUTCOMES

#### SURVEY RESPONDENTS (186)

##### GENDER



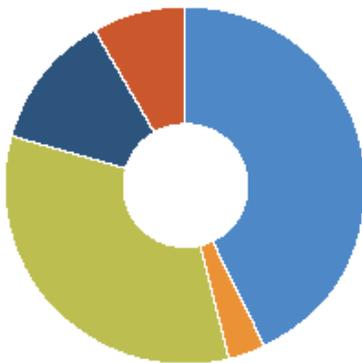
- Female: 115
- Male: 68
- Prefer not to say: 3

##### AGE



- Under 25: 22
- 26–40: 24
- 41–55: 40
- 56–70: 64
- Over 70: 36

##### PRIMARY CONNECTION



- Current/former residents: 80
- Work in/visit Ballararat regularly: 6
- Value the Eureka story generally: 62
- Family link with Eureka story/Ballararat: 23
- Work in a related field: 15

##### VISITATION



- Occasionally when there's something new: 91
- Visit regularly: 30
- Visit Stockade Gardens but not Eureka Centre: 27
- Take visitors: 23
- Never visited: 18



## **LOVE – TOP RESPONSES**

1. Pivotal in Australian national identity and ideals of a 'fair go' for everyone
2. Linear/chronological retelling
3. Birth of democratic ideals in Australia
4. Breaking social barriers to effect political change and reform
5. Ordinary people rising up against oppression and struggling for better life
6. Shaping Ballarat's physical environment and popular culture
7. Iconic status of flag as national symbol
8. Stories of individual people
9. Impact of goldfields' migration on social and cultural diversity
10. Role of women and female suffrage
11. Contested nature of the story with multiple perspectives

## **IMAGINE – TOP RESPONSES**

1. Representation and interpretation of the Eureka Stockade structure
2. Interactive and sensory interpretation
3. Experience that reinforces sense of awe and reverence
4. Focus on local and national context first
5. Stories about real people that represent goldfields' diversity
6. Create an active, year-round community recreation and learning hub
7. Balance traditional museum approach with other events and activations
8. Better connections with other institutions and public transport
9. Maintain Gardens as they are with no new built structures
10. Integrate experience between Flag and Park
11. Real museum with culturally valuable objects

## **RETAIN – TOP RESPONSES**

1. Gardens' open landscape, trees, lake BBQ facilities and playground
2. Keep flag at Eureka Centre
3. New name and purpose of Eureka Centre
4. Eureka Centre, monument, canons and H McKay Hall
5. Permanent café/restaurant open at night
6. Revolving public programs drawing on all spaces, inside and out

# EUREKA CENTRE BALLARAT



**10.4. BASKETBALL BALLARAT - STRATEGIC PARTNERSHIP 2020-2023**

**Division:** Community Development  
**Director:** Neville Ivey  
**Author/Position:** Mark Patterson - Executive Manager Sport and Active Living

**OFFICER RECOMMENDATION**

Council resolves to:

1. Approve a Strategic Partnership Grant valued at \$106,000 (excl. GST) to Basketball Ballarat per annum for 3 years. CPI increases to apply annually.
2. Approve a Strategic Events Grant Partnership at \$20,000 (Excl. GST) to Basketball Ballarat per annum for 3 years. CPI increases to apply annually.
3. Acknowledge the important role Basketball Ballarat plays in the sporting and visitor economy as the lead basketball organisation in the region.
4. Note that this funding will be provided in accordance with the City of Ballarat Strategic Partnerships Grants Program, conditions include but are not limited to:
  - a. All events, projects and activities shall be based in the City of Ballarat or otherwise provide evidence that the project/event/activity will involve and support a significant amount of people from the municipality.
  - b. Strategic Partnership Grant recipients are required to enter a Funding Agreement with Council that outlines reporting requirements and a mutually agreed evaluation framework that focuses on performance and outcome measures.
  - c. Unless otherwise exempt, applicants are to demonstrate a minimum dollar for dollar contribution to the partnership through funds, sponsorship or in-kind support.
  - d. Unless otherwise approved, a signed acquittal report must be submitted to Council annually. Organisations who fail to provide an acquittal report where required to do so will be ineligible for any further funding from Council.

**EXECUTIVE SUMMARY**

Basketball Ballarat is seeking to enter into a Strategic Partnership with the City of Ballarat and has requested \$106,000 (excl. GST) per annum for three (3) years and a dual event grant of \$20,000 per annum for 3 years. Council has enjoyed an ongoing mutually beneficial relationship with Basketball Ballarat. This has been guided by a highly successful three-year strategic partnership which culminated in several significant national events being attracted to Ballarat and Basketball Ballarat being awarded the management rights at the new Ballarat Sports Events Centre.

Basketball Ballarat has supported Council over the years by providing:

- Community activities that promote the proud sporting heritage of Ballarat - see attached report – partnership review – Community:
  - Ballarat Healthy living program;
  - Sudanese leadership program;
  - DOTS program for disengaged youth;
  - School mentoring programs; and
  - Active Women’s week and strong support for CoB Active Women and Girls program
- Ongoing support in the development of sport and recreation through the BSEC and the broader Sporting precinct planning and strategic work; and
- Access for national level competition and events that resulted in basketball delivering **23,500 bed nights** each year with an **economic benefit of \$3.5million** annually.
  - National Basketball League camps
  - National women’s basketball camps
  - National under age club championships

Furthermore, with the completion of the BSEC the opportunities to expand these event-based programs is significant and Basketball Ballarat is committed to leveraging external events to Ballarat throughout the term of this partnership.

Basketball Ballarat is identified as a major promoter of visitors to Ballarat and the economy through sports tourism for events such as the state under 18 championships and national Under 14’s events that are played in Ballarat and has also attracted national level community camps that feature National level exhibition games.

The attached detailed report and submission from Basketball Ballarat includes additional detail and illustration of the various positive impacts made as a result of these programs and events.

## **RATIONALE**

This report is submitted in accordance with the City of Ballarat’s Strategic Partnership Grants Program. The purpose of this program is to ensure that recipients can deliver quality programs, events, products and services that of significant benefit to Ballarat and result in a wide range of social, environmental and economic returns to the City.

Basketball Ballarat is seeking to enter into a Strategic Partnership with the City of Ballarat and has requested \$106,000 (excl. GST) per annum for three (3) years.

Further, Basketball Ballarat is seeking to enter a strategic event partnership and has requested \$20,000 (excl. GST) per annum for three years.

Council has enjoyed an ongoing mutually beneficial relationship with Basketball Ballarat for many years, including the provision of cash funding in the last three years.

The events listed above are strategically important that maintain the city’s reputation as a major player in the sporting industry. As a result of the development of BSEC the opportunities for continued growth across the indoor sporting sector is significant and Basketball Ballarat is committed to a vision which is consistent with the objectives of Council’s Sport and Active Living Programs which include::

- Working with GROW BALLARAT in developing additional community programs based on the successful initiatives in Geelong;
- Increasing school and community indoor sports programs across Ballarat South and Ballarat West to underpin the new Ballarat West Indoor Sports Competition at Phoenix College;
- In conjunction with CoB and community organisations, developing new non-competitive recreation programs with a focus on the CoB Active Women and Girls Strategy;
- Continuing to work hard to increase the percentage of female basketball participants from the current level of 36% to 50%, whilst continuing to grow overall participation;
- Basketball Ballarat will invest \$800,000 to upgrade the MinerDome enabling it to become the home of Volleyball Ballarat and become the Regional Centre for Adaptive Sports; and.
- The MinerDome has also converted to be powered by renewables as a result of its new solar installation.

Through a separate agreement with CoB, Basketball Ballarat has an agreement to manage the new BSEC facility on behalf of Council. The success of the new facility has exceeded all expectations with the following key achievements noted:

- It has developed a multi-sport focus;
- Relationships across various sports including basketball, volleyball, netball and badminton and education institutions Federation University, University of Third Age and schools have flourished;
- Many new community partners have become venue users;
- Netball and Basketball Victoria have appointed regional level staff to be based at BSEC;
- Sports events tourism is a major component of the BSEC business plan;
- The event attraction goals have already been exceeded for 2019/20 with an expectation that these numbers will be exceeded further in 2021 and 2022; and.
- The Central Highlands Inclusion Festival (NDIS) will be hosted at BSEC.

The City of Ballarat and Basketball Ballarat will enter into a funding agreement to ensure all opportunities across the economy and sport are captured and deliver community benefit. The purpose of a Strategic Partnership in this instance is to clearly articulate the roles and responsibilities of both parties, to leverage current activities for mutual benefit and to explore future opportunities.

Given Basketball Ballarat's significant contribution to the economic and social fabric of Ballarat, and after an assessment of the funding application (attachment 1) a Strategic Partnership is considered highly appropriate.

## **LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2013 – 2017
- City of Ballarat Sport and Recreation Plan 2014
- City of Ballarat Active Women and Girls Strategy

**REPORTING AND COMPLIANCE STATEMENTS**

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	No	No
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	No	No

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

**Economic** – The assessed recent events to the value of \$3.5 million and annual bed nights of 23,500.

**Financial/Resources** – The funding of Basketball Ballarat Strategic Partnership will require an allocation from the Strategic Partnership Grant and the events grant program.

**Risk Management** – The ability and capacity of Basketball Ballarat to deliver the sporting and economic and tourism benefits to Ballarat are predicated on the provision of this strategic partnership grant from Council. There would be significant detrimental impact in Ballarat if this partnership is not funded negatively impacting sport, the community and the economy.

**OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

**REFERENCE DOCUMENTS**

Nil

**ATTACHMENTS**

1. Basketball Ballarat Council Partnership 2020 - 2023 (004) [10.4.1 - 16 pages]

**BSEC** Ballarat Sports  
Events Centre



# City of Ballarat – Basketball Ballarat Strategic Partnership Proposal 2020 - 2023

## B.SEC AFFILIATED PARTNERS





# 2020 Board of Directors

**Chair**

**Kim Holloway**  
Business Integration Manager, Mars Wrigley

**Directors**

**Simon Cornwell**  
Manager Commercial & Business Development, CHW

**Tim Walshe**  
Director / General Manager JK Personnel

**David Stuchbery**  
Principal, Colac Secondary College

**Kym Cassells**  
Director Cooke – Foley Accountants

**Kym Squire**  
Business Manger Elmstone Property Group

**Cameron Moore**  
Director PPT Financial

**CEO**

**Peter Eddy**  
Ballarat Basketball

**Major Projects**

**Nick Grylewicz**  
Director of Land Development, Integra

**Matt Richardson**  
Accountant, Cooke - Foley



# Partnership Review

- Basketball Ballarat represents **7,250 members** who participate in our programs on a weekly basis for 40 weeks each the year along with **1,250 affiliate members** from University of the 3<sup>rd</sup> Age, local schools and Federation University.
- At the end of each year of the Partnership, Basketball Ballarat has submitted a detailed report on our activities under the Partnership Agreement to Councilors and Senior Staff.
- The 2019 report has been presented to the Council CEO and Director Community Development and will be distributed to all Councilors tonight.
- Basketball Ballarat prides itself on meeting and exceeding the requirements of our Partnership Agreement each year while also looking to grow its community footprint and engagement activities each year.



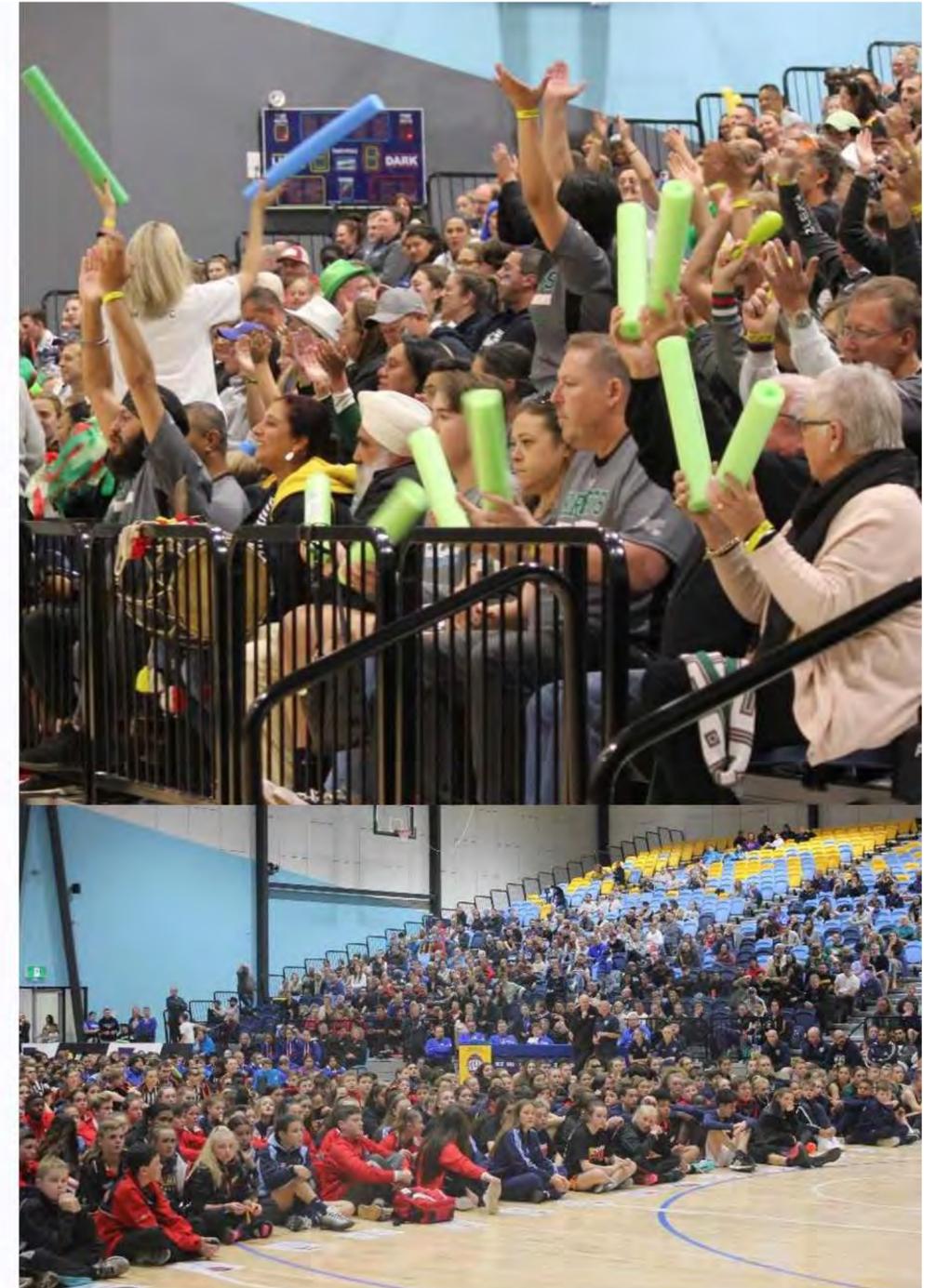
# Partnership Review – Community

- Our **Ballarat Healthy Living Program** which is supported by the City of Ballarat and Central Highlands Water continues to grow and evolve each year.
- Two of our international players and our Junior Development Officer spent 10 hours a week at Mt Clear College with a **Sudanese Leadership Program** and **International Student Program** designed to help students with study, shoot hoops and free time to discuss any challenges the students were facing in the community.
- At Phoenix College we work in the **DOTS Program** helping disengaged youth return to study and offer a separate mentoring program – these two projects total 18 hours per week.
- We also worked in funded and mentoring roles with St Patrick’s College, Yuille College and Buninyong PS.
- We have continued our support of the Council Youth Awards, Ballarat Refugee Network and Ballarat’s Multicultural events and programs.
- We have focused many of our programs to support the YMCA Active Women’s Programs and the City of Ballarat Active Girls and Women’s Strategy and we will continue to grow this involvement.
- In 2019 our Elite Teams Program hosted an Indigenous Round, and fundraiser programs for RU Okay and Make a Wish Foundation.



## Partnership Review - Events

- Over the past three years to 2018 we managed to hold a base level of events in Ballarat despite our aging and noncompliant facilities – we still maintained the capacity to deliver **23,500 bed nights** each year with an **economic benefit of \$3.5M**
- We have developed close relationships with Netball Victoria and Basketball Victoria to ensure we are well placed to be considered for future regional, state and national level events.
- We have also delivered both National Basketball League and National Women's Basketball League camps and games into the city each year.
- With the development of B.SEC we have been very proactive in planning and tendering for a broad range of events over the next 3 to 5 years.
- Our goal is to deliver a major event for each of our key sports stakeholder over the next three years. Our target for 2020 is the Vixens Netball team.



# Partnership Review – Elite Teams

## Our Purpose

- From 1985 when the Miners program was launched our goal has been to provide our best and most talented junior regional athletes with a pathway to achieve state and national level selection without having to leave Ballarat.
- Aligned with this purpose has been our aim to attract students to Ballarat for both secondary and tertiary education while also providing them with an elite athlete pathway.

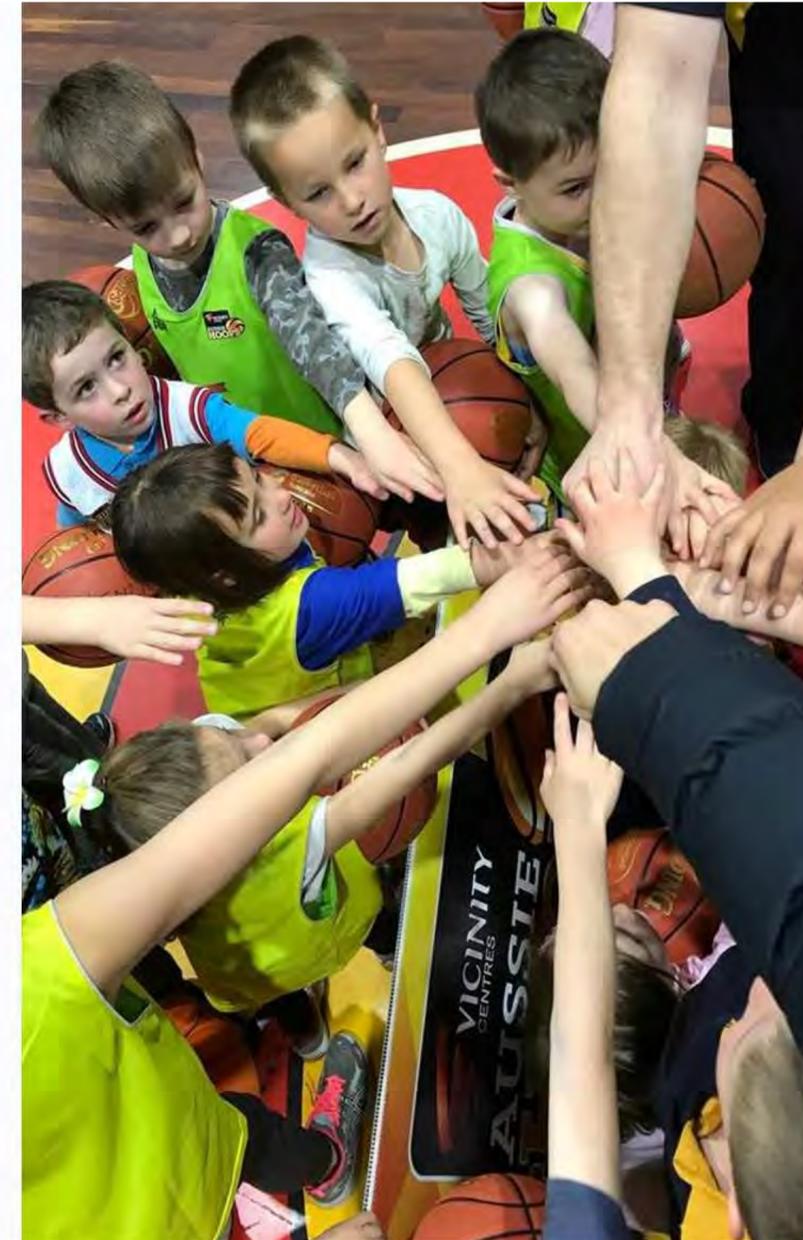
## Program Scope

- Basketball Ballarat hosts **24 junior male and female representative squads** that compete in both Basketball Victoria Country Championships and in the statewide Victorian Junior Basketball League which plays on a home and away basis on Friday nights for the Victorian Championship.
- At the senior level we have male and female **U/23 Youth League teams** playing in the Victorian Championships and the Miners and Rush senior teams playing in the **NBL1** Interstate Competition.
- Our Partnership allows us to maintain an affordable elite program for regional athletes, officials and parents.
- B.SEC as the Western Victoria Centre of Excellence will make Ballarat a desirable destination for athletes.



## Partnership Review - Programs

- The cornerstone of our community work began with school basketball clinics and introductory after school programs for primary school aged children. This remains a substantial and critical part of our charter as a sporting Association.
- In 2019 we delivered the following:
  - Aussie Hoops** programs for children from 4 to 9 years of age – 70 participants weekly on 4 school terms
  - We have introduced a new introductory program for older kids 9 - 13 years to attract new participants
  - We have delivered the Federal Government's **Sporting Schools program** in 35 schools in 140 sessions
  - To support club level athletes we have provided free skills based training for 60 athletes per term break
  - Walking Basketball** for Older Adults is offered each week for the four terms with 15 regular attendees
  - Next Level program is designed to encourage kids wanting specialist training to help make the next level
  - High Performance skills training was offered in the term breaks with 65 junior athletes participating
- **IN ALL 9,400 PARTICIPANTS ATTEND OUR DEVELOPMENT PROGRAMS EACH YEAR**



# Our Vision for the Future

- Basketball Ballarat feels that it has achieved much in recent years but also sees enormous potential for the future. While maintaining all the programs and services we have delivered over the past three years we are committed to the following initiatives from 2020.



# Our Vision for the Future

- To work with **GROW BALLARAT** in developing additional Community Programs based on initiatives developed in Geelong.
- Add a strong overlay of both school and community indoor sports programs across Ballarat South and Ballarat West to underpin the new **Ballarat West Indoor Sports competitions** at Phoenix College from 2022 (we currently offer introductory and development programs only at Phoenix College).
- Working with Council and other community groups to expand existing and develop new noncompetitive passive daytime recreation programs with a focus on the Active Girls Strategy.
- Work to grow the **% of female participation** in basketball from 36% closer to 50% and add **male netball competitions** which are growing in participation numbers in the metropolitan area.
- Basketball Ballarat has committed \$800,000 to a major upgrade of the Minerdome as the new home of **Volleyball Ballarat** and as the Regional **Adaptive Sports** Centre which will help build sports such as Wheelchair Basketball and other Paralympian sports and also extend the range of state, national and international events we may be able to attract to the City.
- The Minerdome has also been converted to **solar power** this month to showcase our focus on renewable energy sources.



# B.SEC – An Update

## Community Use

- From 2006 when the B.SEC vision started to form we had a clear understanding that any new venue, had to be multi sport and open to the broader community.
- Since 2012 the strong links that have been formed between Council, basketball, netball, volleyball, badminton, Federation University, University of the 3<sup>rd</sup> Age and local schools have all flourished.
- New community partners have also looked to become venue users.
- Netball Victoria and Basketball Victoria have three staff serving Western Victoria based at B.SEC.

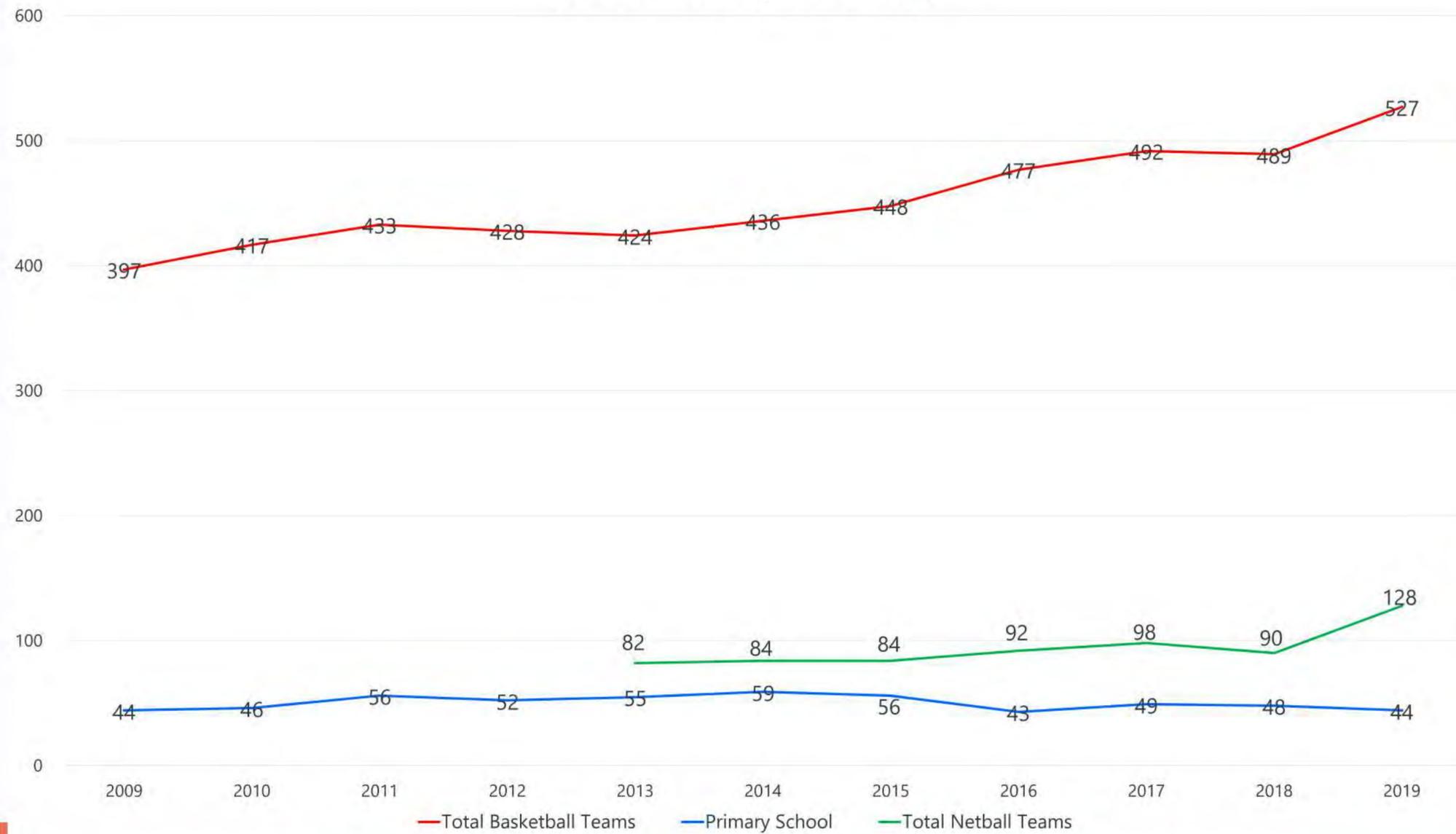
## Sports Events

- The B.SEC vision also has sports tourism, event tourism and economic benefit front of mind.
- In 2019/20 we have doubled our events targets and already have significant event bookings locked away for 2021 and 2022.
- Ballarat is fortunate that we have several quality school gymnasiums that allow us to relocate local competition to accommodate occasional major events that add significant value to Ballarat.
- Events as diverse as the Central Highlands Inclusion Festival (NDIS), the launch of Localised Ballarat and even funerals are being planned for B.SEC.



# Competition Demand

## Team Entry History



**36%**  
of Basketball  
teams are  
female

**0**  
Male netball  
teams



# Bed Night & Visitor Spend per F/Y

## Bed Nights & ABS Analysis of Visitor Spend



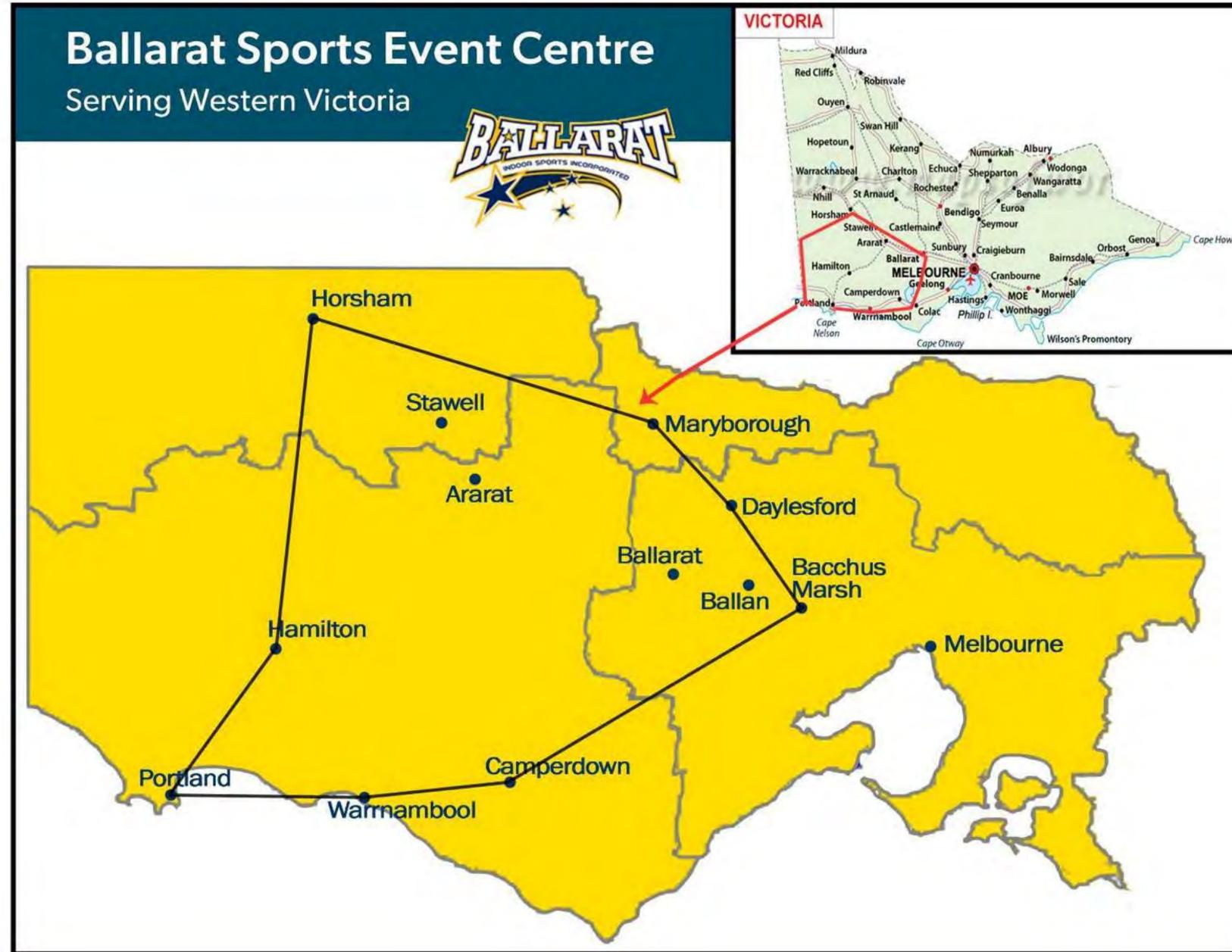
# Our Request

Basketball Ballarat requests consideration of a renewed partnership for three years from July 2020:

- July 2020 \$126,000 plus GST
- July 2021 \$128,520 plus GST
- July 2022 \$131,090 plus GST
  
- This represents a 2% CPI adjustment for each of the last three years plus an additional \$20,000 events budget to tender for additional multi sport events for B.SEC and the Precinct from 2020 to 2023 and beyond.
- It also allows for a 2% CPI increase in each year of the new partnership.



# Our Western Region



EVENT x NUMBERS - 2019/22								
EVENT 2019 - 30.6.2020	DATES	VENUES	TEAMS	PLAYER / OFFICIAL NO'S	FAMILY / SPECTATOR NO'S	TOTAL NO'S	NIGHTS	TOTAL BED NIGHTS
U14 Boys & Girls Australian Club Championship	30.9.19 to 6.10.19	B.SEC & Minerdom	48	828	1200	2028	8	16,224
National Coaches Conference	2.10.19 to 3.10.19	B.SEC & Grammar		160		160	2	320
Ballarat Senior Tournament	7.3.20 to 9.3.20	B.SEC & Minerdom	75	750	560	1310	3	3,930
Victorian Country Championship U16&18 Boys & Girls	14.3.20 to 15.3.20	B.SEC & Minerdom	75	950	1500	2450	2	4,900
Potential Vixens Game and Activities	5.4.20						1	
Victorian Country Championship U14 Boys & Girls	28.3.20 to 30.3.20	B.SEC & Minerdom	64	818	1280	2098	3	6,294
U18 Nationals (Boys & Girls)	17.4.20 to 24.4.20	B.SEC & Minerdom	26	466	520	986	8	7,888
Kevin Coombs National Wheelchair Championship	20.4.20 to 24.4.20	Minerdom	6	94	120	214	5	1,070
Tender in for Regional Netball Championships	25.5.20 to 26.5.20						2	
Ballarat Junior Tournament	6.6.20 to 8.6.20	8 Venues across City	280	3180	4770	7950	2	15900
Targets: NBL and WNBL Games and multi day camps Vixens								56,526 Less max 5% local
EVENT 2020 - 30.6.2021	DATES	VENUES	TEAMS	PLAYER / OFFICIAL NO'S	FAMILY / SPECTATOR NO'S	TOTAL NO'S	NIGHTS	TOTAL BED NIGHTS
Ballarat Senior Tournament	6.3.21 to 8.3.21	B.SEC & Minerdom	75	750	560	1310	3	3,930
Victorian Country Championship U16&18 Boys & Girls	20.3.21 to 21.3.21	B.SEC & Minerdom	75	950	1500	2450	2	4,900
Ballarat Junior Tournament	6.6.21 to 8.6.21	8 Venues across City	280	3180	4770	7950	2	15900
Targets: Vixens and Community Camp National Volleyball Championship								24,730 less 5% Accumulative
EVENT 2021 - 2022	DATES	VENUES	TEAMS	PLAYER / OFFICIAL NO'S	FAMILY / SPECTATOR NO'S	TOTAL NO'S	NIGHTS	TOTAL BED NIGHTS
Ballarat Senior Tournament	Mar-22	B.SEC & Minerdom	75	750	560	1310	3	3,930
Victorian Country Championship U16&18 Boys & Girls	19.3.20 to 20.3.20	B.SEC & Minerdom	75	950	1500	2450	2	4,900
Victorian Country Championship U12 Boys & Girls	22.4.22 to 24.3.22	B.SEC & Minerdom	75	950	1500	2450	3	7,350
Ballarat Junior Tournament	Jun-22	8 Venues across City	280	3180	4770	7950	2	15900
Targets: Vixens and Community Camp Eligible for BA National tenders for 2022 & 2023								32,080 less 5% Accumulative

UPDATED 27.10.19

# In Conclusion

- Basketball Ballarat works hard to inform, Council on its planning, strategies and activities as they occur throughout each year through its media, social media and direct email platforms.
- We understand that our Partnership request is a significant investment for Council, and we accept the responsibility to deliver on our Partnership KPI's and to go above and beyond what is expected of us.
- Thank you for giving us the opportunity to present this request.

## Any Questions?



## 10.5. COUNCIL PLAN REPORTING

**Division:** Innovation and Organisational Improvement  
**Director:** Cameron Cahill  
**Author/Position:** Jennifer Brophy - Business Support Officer Innovation and Organisational Improvement

### OFFICER RECOMMENDATION

**Council resolves to:**

**Note the progress report for the Council Plan 2017-2021.**

### EXECUTIVE SUMMARY

The purpose of this report is to present the progress update of Council's performance against the Council Plan 2017-2021. The period reported is from July 2019 to September 2019 (Quarter 1).

The three-month performance report, provided as an attachment, offers a summary of the progress against the four Council Plan goals; liveability, prosperity, sustainability and accountability.

The intent of this report is to give Councillors and the community the confidence that Council is on track to meet its published commitments.

Highlights from this progress report include:

- The Girrabanya Integrated Community Hub is now fully operational and provides MCH, first time parent groups, immunisation, occasional and long day care and kindergarten programs.
- The development of a vision and feasibility study for the City of Ballarat Library of the Future in the CBD is complete. We are currently waiting on news of a funding application to add to the \$1.9 million that Council has committed. Refurbishment and construction works are expected to start in 2020.
- Stage 1 and 2 of Her Majesty's Theatre redevelopment have been completed. An official opening was held on 30 August 2019.
- Stage one of the Ballarat Sports and Events Centre is now complete and successfully being managed by Basketball Ballarat. The facility has already hosted several significant national level events, including the National Under 14 Championships. Participation numbers have increased significantly. Funding for Stage 2 of the redevelopment was committed by the State Government and initial planning is underway on this project that will include additional spectator amenities and additional three on three outdoor basketball courts.

### RATIONALE

In accordance with Section 125 of the *Local Government Act 1989*, Council developed and adopted a four-year Council Plan on 28 June 2017.

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

The plan describes Council's priorities and outcomes for its four-year term and how these will be resourced. It will also help reinforce Ballarat's position as the capital of Western Victoria over coming decades.

The plan has been divided into four goals:

- **Liveability:** Improve the quality of life for our community;
- **Prosperity:** Advance our economic position as the capital of Western Victoria;
- **Sustainability:** Protect, maintain and enhance our built and natural assets; and
- **Accountability:** Provide strong and decisive leadership, and transparent governance.

This report provides the first update for the financial year 2019-20 in relation to the actions taken and progress made to achieve these goals and strategic objectives.

Regular reporting to Councillors and the community is a key principle of transparency and good governance. This report will be provided to Council on a quarterly basis and published online for the community to access.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- *Local Government Act 1989, and*
- *City of Ballarat Council Plan 2017-2021*

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	No	No

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

**Social/Cultural** – The report is provided and made available to the community to increase awareness of the activities of Council, provide a mechanism for transparency and could increase community involvement in decision making at Council level.

**Financial/Resources** – This report contains no financial implications, however many of the initiatives contained within the Council Plan requires Council to allocate funds in its 2019/20 budget to implement the Council Plan.

**Risk Management** – Council is required to be compliant with the *Local Government Act 1989* regarding the Council Plan and annual reporting. This quarterly report supports that compliance.

#### **OFFICERS DECLARATIONS OF INTEREST**

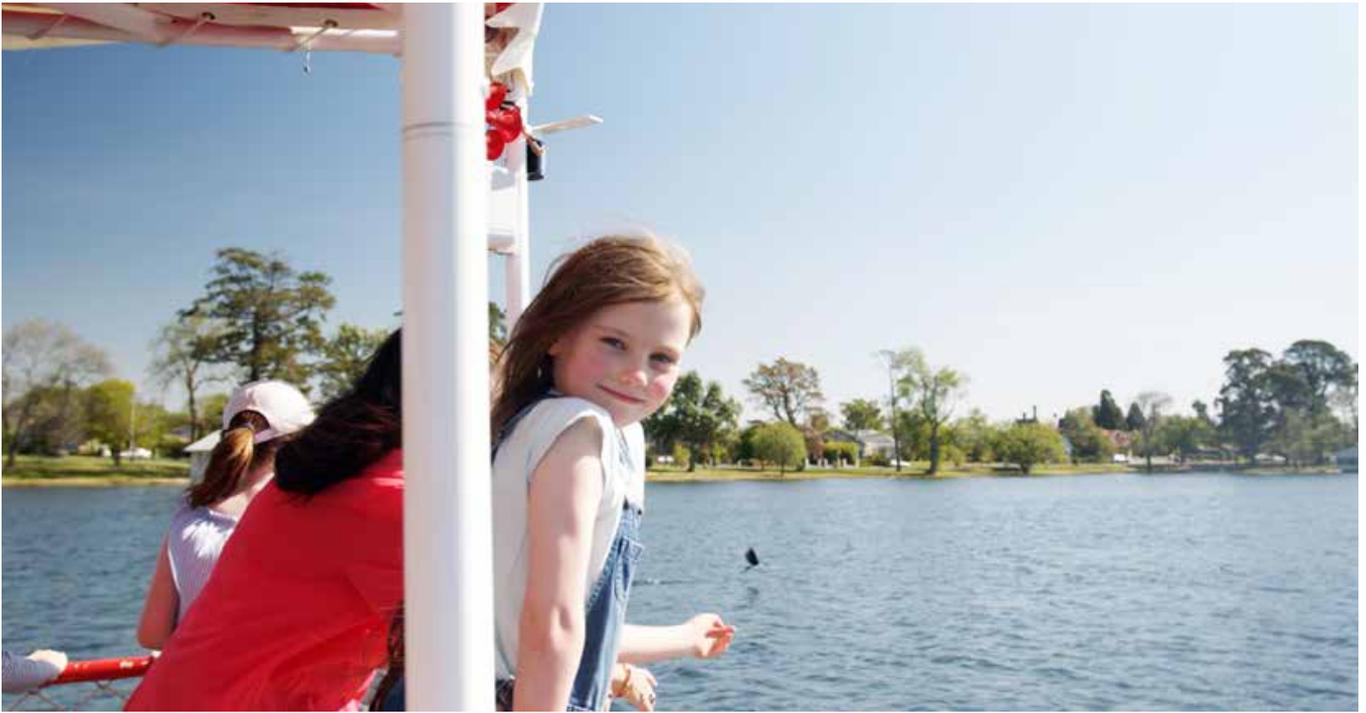
Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

#### **REFERENCE DOCUMENTS**

- Nil

#### **ATTACHMENTS**

1. Council Plan - Report Q 1 19 20 [**10.5.1** - 17 pages]



CITY OF BALLARAT  
**COUNCIL PLAN**  
Progress Report, Quarter 1 2019-20





## WHAT IS THE COUNCIL PLAN?

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, bold, vibrant and thriving city. The 2017–2021 plan describes Council's priorities and outcomes for its four-year term, and how these will be resourced.

The Council Plan is underpinned by the Today Tomorrow Together: 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 next 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.

## HOW WE WILL TRACK AND MEASURE OUR PROGRESS

Each of the Council Plan goals has a number of measures that will track Council's progress. Council will also report on its progress in completing the four-year priorities.

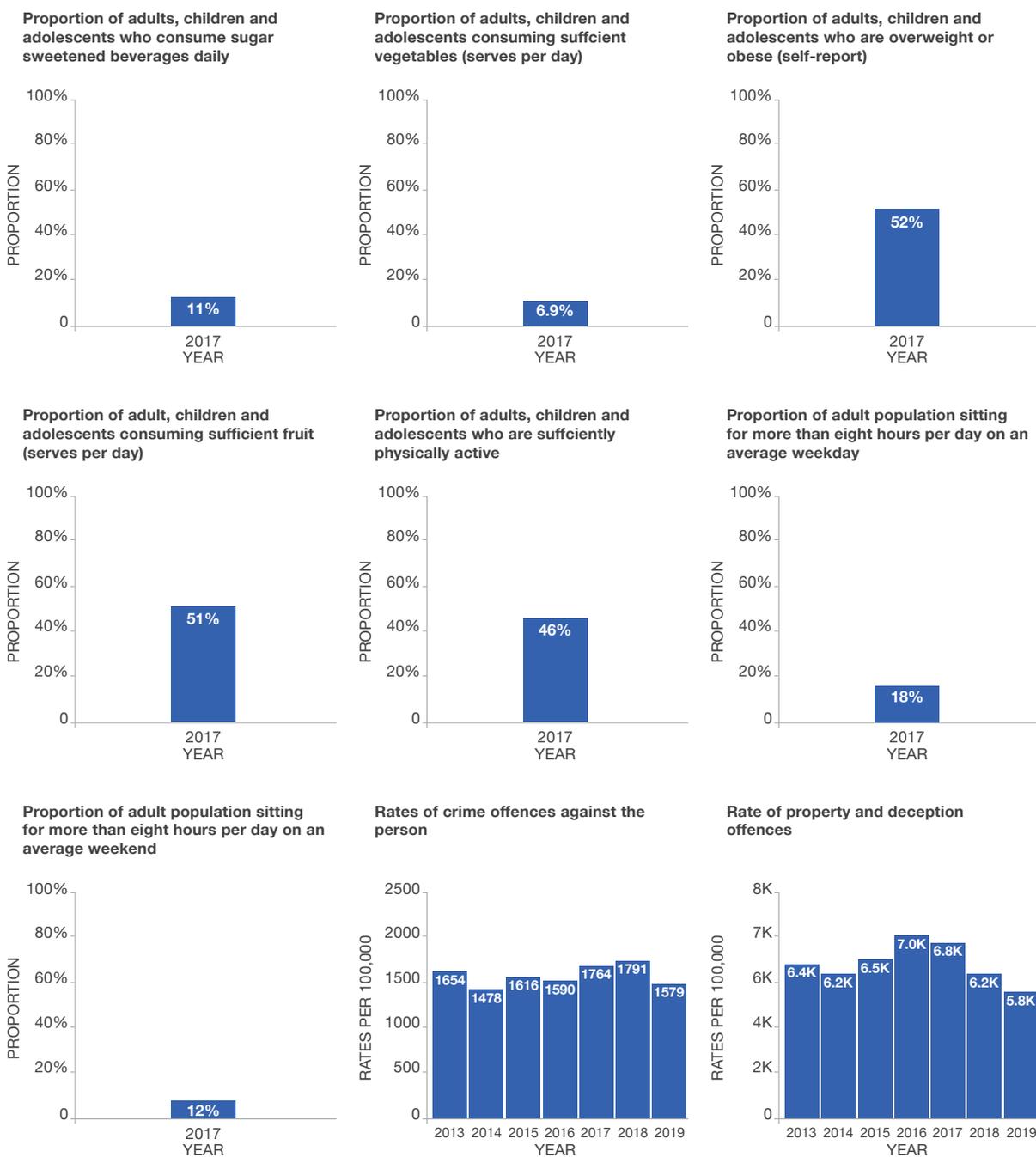
The measures included in this plan show the most up-to-date information available to Council. It should be noted that many data sets are only updated on a two, three or four yearly cycle. In many cases comparative data does not exist yet.

# WHAT WE PLAN TO ACHIEVE

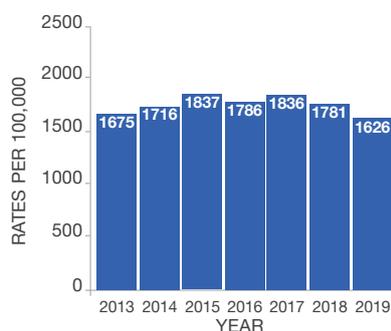
## GOAL: LIVEABILITY

### Improve our community's quality of life

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



### Rates of family violence incidents



### What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Strengthen our city by making Ballarat a people and all-age friendly city via improved access, participation, inclusion and respect-based projects and programs	Improved access, participation, inclusion and respect-based projects and programs conducted	In progress 	Access improvements completed during the quarter at Mount Pleasant Reserve, Wall Street Reserve, Sebastopol and White Flat Reserve. Access audits were also completed for the Ballarat Aquatic and Lifestyle Centre and as part of the Bakery Hill Masterplan process.
Increase community participation through the Social Infrastructure Program implementation, including Miners Rest Community and Sports Facility projects	Miners Rest Community and Sports Facility project complete	In planning 	Audit of supply of social infrastructure commenced. Ongoing investigations into suitable locations based on future population growth trends and needs assessment.
Increase community participation through the Social Infrastructure Program implementation, including Girrabanya Integrated Community Hub projects	Girrabanya Integrated Community Hub projects complete	Complete 	The Family and Children's Services Administration team relocated to Girrabanya on 20 August followed by the Occasional Care program on 26 August. The Integrated Centre is now fully operational and provides MCH, first time parent groups, immunisation, occasional and long day care and kindergarten programs. Plans are currently being finalised for the Albert Graham Reserve upgrade. The expected completion date is March 2020.
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a district level park and inclusive play space at MR Power Park in Sebastopol	A district level park and inclusive play space at MR Power Park in Sebastopol complete	In progress 	Detailed designs have been completed for the new district level playspace at MR Power Park. Tenders will be advertised in November and awarded prior to Christmas, with building works scheduled to commence early in 2020.
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a Wendouree Recreation Reserve Health and Wellbeing Precinct	A Wendouree Recreation Reserve Health and Wellbeing Precinct complete	In progress 	The Engaging Communities Program delivered a new community BBQ and shelter at the reserve during the quarter. Three community reference group meetings took place during the quarter to progress planning around the state election funding commitment.
Develop the social capacity of our senior residents by working with internal and external partners to ensure infrastructure accessibility at all places and spaces	Infrastructure accessibility at all places and spaces	In progress 	Active Ageing is represented on several council strategic projects, ie, Integrated Transport and Land Use, Bakery Hill redevelopment and Lake Wendouree lighting and exercise equipment PCG. Through this representation, the needs and wishes of our senior residents are taken into consideration.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop a learning city by delivering targeted programs and projects, including development of the Library Community Hub of the Future in the Ballarat CBD	Development of a vision and feasibility study for a Library Community Hub of the Future in the Ballarat CBD complete	Complete 	The development of a vision and feasibility study for the City of Ballarat Library of the Future in the CBD is complete. We are currently waiting on news of a funding application to add to the \$1.9 million that Council has committed. Refurbishment and construction works are expected to start in 2020.
Develop a learning city by delivering targeted programs and projects, including preparation of a Wendouree Library and Community Hub feasibility study	A Wendouree Library and Community Hub feasibility study complete	Complete 	The documentation for a feasibility study for the Wendouree Library and Community Hub has been completed. Further work to locate an appropriate site for a future library needs to be undertaken.
Develop a learning city by delivering targeted programs and projects, including Intercultural Cities Program participation	Direct participation in the Intercultural Cities Program through learning programs and targeted projects	In progress 	Council continuously participates in the Intercultural Cities Program ICC. In October, a Councillor and a Council Officer were invited, all expenses covered, to speak in Hamamatsu in Japan on our intercultural practice at an Intercity Collaboration Conference.
Develop a learning city by delivering targeted programs and projects, including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In progress 	Young Entrepreneurs Inspiration Day was delivered, involving four schools, 24 participants and four youth entrepreneurs. The program focused on developing enterprise skills, showcasing and developing real insights into the entrepreneurial journeys of four young entrepreneurs (<35). Sonika Records Program - professional training and development, sound recording, photo shop, artist show reel and album launch event was held to kick start young musicians' careers within the music industry as freelance artists and businesses. Began the initial planning stage of Girl Space project for fundraiser market stalls later in the year. This event will sell sustainable and craft items created by program participants to raise funds for children moving into new foster care homes.
Create a new Municipal Health and Wellbeing Plan and implement key actions, including developing a regional health charter in partnership with other local LGAs	Regional health charter developed	In progress 	Working collaboratively with other regional health partners on obesity prevention. Currently participating in a joint DHHS, DEWLP and regional council project which looks at improving planning processes for better health outcomes.
Create a new Municipal Health and Wellbeing Plan and implement key actions, including implementing a Council Food Policy	Food Policy implemented	In progress 	Draft Food Strategy was placed on public exhibition for one month with minor changes incorporated. The final Good Food for All: Food Strategy 2019-2022 was endorsed at Council in October.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets, such as Eastern Oval Stage 2 redevelopment	Eastern Oval Stage 2 redeveloped	In progress 	The footings for the new light poles have been completed and new light towers are on site and ready to be installed. The scheduled project completion date is 23 November 2019 and works are on track to meet this timeline. This will complete the final component of the Eastern Oval upgrade - a partnership between City of Ballarat, the Victorian Government, Cricket Australia, Cricket Victoria and the Ballarat Cricket Association. The Eastern Oval now categorised as one of Cricket Australia's Regional Cricket Hubs.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Plan for sport participation over coming decades by reviewing the Ballarat Recreation and Active Living Strategy	Ballarat Recreation and Active Living Strategy reviewed	Complete 	The draft of the revised Sport and Recreation Strategy titled Ballarat is Active is complete.
Plan for sport participation over coming decades by reviewing the Ballarat Regional Tennis Strategy	Ballarat Regional Tennis Strategy reviewed	In progress 	Stage one of the Ballarat Regional Tennis Centre upgrade is complete. Concepts for future upgrades at the BRTC are currently being explored by the tenants. This will inform future considerations for Council.
Plan for sport participation over coming decades by reviewing the Ballarat Criterion Cycling Project	Ballarat Criterion Cycling Project reviewed	In planning 	The City of Ballarat continues to work closely with stakeholders with the aim of developing a project that will deliver a purpose-built criterion course in Ballarat. Such a facility would also offer new opportunities for event attraction, safe cycling opportunities and learn to ride programs in Ballarat.
Provide positive leadership to promote Ballarat as a Child Friendly City, with a commitment to seek children's input in the decisions that will impact them as future citizens	Opportunities created for children to participate in decision-making	In progress 	Children were involved in strategic planning at consultation sessions held at the Bridge Mall Farmer's Market. Children were also consulted at the Delacombe Community Market. This consultation was held in partnership with the YMCA and focused on the Doug Dean Masterplan and the Engaging Communities program. Further consultations are planned in the next quarter and will focus on play spaces and the Engaging Communities program. The Ballarat is Open Project whiteboards are currently at Parent Place for input from families.



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Provide positive leadership to promote Ballarat as a Child Friendly City, and provide high quality information to assist families to access local community services and support	Information provided to assist families to access local community services and support	In progress 	Parent Place offers a 'one stop shop' to support families with parenting advice and information. Services and activities such as playgroup, lactation consultant services, family law advice and parenting education are also offered on-site. A range of postcards with information about early years services have been developed.
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	Primary prevention approach to prevent violence against women and children followed	In progress 	Policy framework is being developed.
Develop our youths capacity through a Positive Youth Development model by providing effective learning and development approaches to achieve successful outcomes for young people	Learning and development programs delivered	In progress 	<ul style="list-style-type: none"> <li>• Held Young Entrepreneurs Inspiration Day</li> <li>• Ongoing fortnightly delivery of Girl Space program and project, Women of the World</li> <li>• Ongoing fortnightly delivery and support of Young Men's Group</li> <li>• Sonika Unplugged - this open mic youth-led event</li> <li>• Youth Services facilitated the placement of a work experience student and 14 young people graduated from the Western Bulldogs Leadership program</li> <li>• Youth Ambassador to United Nations held a consultation session with young people</li> <li>• Sonika Records delivered recording, promotion opportunities, networking, performances and development of music industry business skills for 11 acts</li> <li>• Project management training and barista training to Youth Council members</li> <li>• Youth facilitators delivered workshop sessions as part of school holiday programs at the Sebastopol and Wendouree libraries</li> <li>• Councillor and Youth Council mentoring and consultation sessions</li> </ul>
Develop our youths capacity through a Positive Youth Development model by providing 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	Young people involved in leadership and decision-making practices	In progress 	<ul style="list-style-type: none"> <li>• 2019 Youth Awards</li> <li>• Councillor and Youth Council mentoring and consultation sessions</li> <li>• Ongoing delivery of volunteer programs, Youth Council and FReeZA Program</li> <li>• 14 young people completed Western Bulldogs Leadership project</li> <li>• involvement of young people in consultation session with the Youth Ambassador to United Nations</li> <li>• Youth-led planning and delivery of programs including Girl Space, Young Men's Group</li> <li>• Planning for Youth Council initiative 'Connection Tree' and Chill Out Zone at Highlands LLEN's YAB Spring in the Park event</li> </ul>
Develop our youths capacity through a Positive Youth Development model by providing volunteering opportunities to engage young people to learn and contribute to our community	Youth volunteering opportunities provided	In progress 	<ul style="list-style-type: none"> <li>• Delivery of Youth Council and FReeZA Program</li> <li>• Volunteering pathways developed into other council volunteer programs, such as Winter Arcade, White Night and applications for Spilt Milk event volunteers</li> </ul>

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop our youths capacity through a Positive Youth Development model by providing partnerships and social networks that connect youth to community planning, programs and initiatives	Involvement of young people in planning, programs and initiatives	In progress 	<ul style="list-style-type: none"> <li>Youth collective, bringing together collection of agency youth reference groups and community members in a social and consultative group on youth issues</li> <li>Fortnightly delivery of Girl Space and Young Men's Group to support social connection and health and wellbeing of diverse group of young women and men</li> <li>Open Mic Session at Ballarat Library</li> <li>Planning PopCon event</li> <li>Youth facilitators delivered workshop sessions as part of school holiday programs at the Sebastopol and Wendouree libraries</li> <li>Youth Councillors supporting Highlands LLEN's YAB to bring Spring in the Park event to their peers in November alongside Headspace, CMY and Girl Space Program</li> </ul>
Develop our youths capacity through a Positive Youth Development model by providing ethical promotion of youth through positive images, role models and stories about young people to the community	Promotional activities of youth conducted	In progress 	<ul style="list-style-type: none"> <li>Media and social media coverage. Youth programs featuring as part of mainstream newspaper coverage included Sonika Records, Youth Council, Youth Awards nominations open</li> <li>Youth Awards focused on recognising the positive contributions of young people. Youth Awards also includes the involvement of Youth Ambassadors</li> <li>Young people becoming 'Youth Facilitators' for program and workshop delivery</li> </ul>
An increase in consultation with children	Attendance by children in consultation events or programs	In progress 	<p>Children were involved in strategic planning at consultation sessions held at the Bridge Mall Farmer's Market. Children were also consulted at the Delacombe Community Market. This consultation was held in partnership with the YMCA and focused on the Doug Dean Masterplan and the Engaging Communities program.</p> <p>Further consultations are planned in the next quarter and will focus on play spaces and the Engaging Communities program.</p> <p>The Ballarat is Open Project whiteboards are currently at Parent Place for input from families.</p>

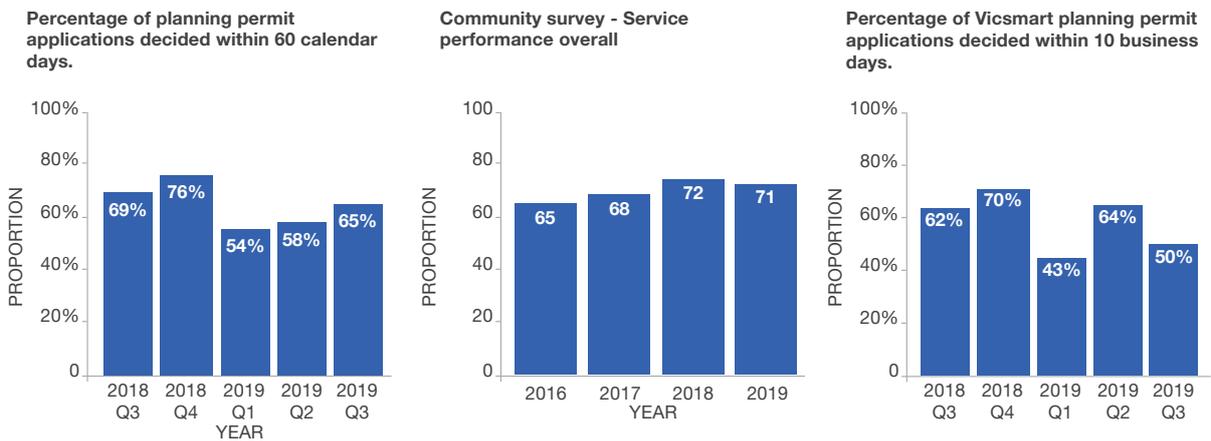


# WHAT WE PLAN TO ACHIEVE

## GOAL: PROSPERITY

### Advance our economic position as the capital of Western Victoria

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



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs	Ballarat Economic Program implemented	In progress 	A number of initiatives were undertaken, including hosted a Global Table Event-Design Sprint for industry, presented Bernard Salt as part of the Digital Innovation Festival, presented to GNET Roadmap to Zero Emission's Forum on Council's position regarding hydrogen, and launched a business to business tool, Localised Ballarat.
Generate CBD jobs by developing and implementing a Bakery Hill Master Plan and renewing key sites	Council adoption of Bakery Hill Master Plan and progress towards renewing key sites	In progress 	The Bakery Hill Precinct Masterplan has been completed and was adopted by Council in October.
Ballarat Long-term Growth Options Investigation Plan	Complete Ballarat Long-term Growth Options Investigation Plan	In progress 	Long Term Growth Options Investigation Report has been completed and was presented to Council on 30 October 2019.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Miners Rest complete	In progress 	Final report will be presented to Council at the end of 2020.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Buninyong complete	In progress 	Buninyong Township Plan has commenced, and is on hold while residential character work is being completed. Work will recommence on the Township Plan mid-2020.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Warrenheip complete	In progress 	Township planning is being considered through the Long Term Growth Options Investigation report.
Advance major projects, including Ballarat Freight Hub	Ballarat Freight Hub advanced	In planning 	There has not been any progress regarding securing Victorian Government funding to advance the conversion of the Ballarat Freight Hub from Road to Intermodal.
Advance major projects, including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In planning 	This project has not advanced over the last quarter, discussions regarding a public/private partnership continue.
Advance major projects, including Waste to Energy Facility	Waste to Energy Facility advanced	In planning 	The Waste to Energy project is on hold until the Victorian Government presents its Circular Economy Policy and Action Plan, expected in late 2019.
Advance major projects, including Ballarat Aviation Emergency Services Hub	Ballarat Aviation Emergency Services Hub advanced	In planning 	Council continues to advocate for the upgrade and extension of the Ballarat Airport runway and the Ballarat Aviation Emergency Services Hub.
Advance major projects, including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	First two stages of consultation have been completed and an Options Paper is currently being prepared.
Advance major projects, including Ballarat Fernery redevelopment	Ballarat Fernery redevelopment advanced	In progress 	Ballarat Fernery redevelopment advanced.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advance major projects, including Victoria Park Master Plan	Victoria Park Master Plan initiatives progressively implemented	In planning 	The successful application of the SRV loans scheme has enabled additional planning work to commence for the construction of two new soccer pitches and lighting in Victoria Park that will service both the Victoria Park Soccer Club and the Lucas Cricket Club. In addition, a new sports pavilion will be developed to cater for the sporting clubs. The delivery of this project is scheduled for 2021.
Develop Ballarat as a digital transformation and ICT leader	Progress of Digital Strategy	In progress 	The Ballarat Digital Strategy continues to progress, with the City of Ballarat and Federation University currently developing a Data Platform for Ballarat.
Meeting timelines, budget and quality measures	Satisfy <i>Local Government Act 1989</i> requirements in regards to budget adoption, council plan and annual statement	In progress 	As per the <i>Local Government Act</i> , the City of Ballarat is meeting timelines in regards to budget adoption, Council Plan and the annual statement.



## WHAT WE PLAN TO ACHIEVE

### GOAL: SUSTAINABILITY

#### Protect, maintain and enhance our built and natural assets

*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.*

#### What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete and deliver the Ballarat Integrated Transport Action Plan	Ballarat Integrated Transport Action Plan delivered	In progress 	Consultation on a series of discussion papers focused on the future of rail and pedestrians was completed during this period while consultation on other transport issues, including buses and public transport, roads, and aviation is currently underway. The Ballarat Integrated Transport Plan is on track to be considered by Council in early 2020.
Complete the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	In progress 	First stage Ballarat Link Road complete. Council will continue to advocate for a further stage.
Deliver a sustainable approach to environmental management by working with community stakeholders: Central Victorian Greenhouse Alliance Action Group	Central Victorian Greenhouse Alliance Action Group partnership established	In progress 	An Action Group has been developed. Sustainability Officer currently being recruited.
Deliver a sustainable approach to environmental management by working with community stakeholders: Catchment management and landcare groups	Catchment management and landcare groups partnerships established	In progress 	Sustainability Officers being recruited.
Deliver a sustainable approach to environmental management by working with community stakeholders: Clean Ballarat	Clean Ballarat partnership established	In progress 	Clean Ballarat Committee is not continuing. However Environmental Services Units and Parks are recruiting for environment and sustainability officers.



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Deliver a sustainable approach to environmental management by working with community stakeholders: Regional Sustainability Alliance Ballarat	Regional Sustainability Alliance Ballarat partnership established	In progress 	Attendance at Regional Sustainability Alliance - currently recruiting for a Sustainability Officer to further work with stakeholders.
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In planning 	Investigations continue into a new animal shelter and possible funding sources. A briefing to be presented to Council, relating to the condition of the current site and future planning, will be presented in the last quarter of this financial year.
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In progress 	Continuing to work on the Yarwoee Masterplan.
Increase government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	Government funding for maintaining core assets has been increased.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	Yarwoee Masterplan in development.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	Design work for the Mair Street flood protection pipe has commenced with services being located to inform the detailed design and cost estimate for the project. Works are anticipated to be completed in 2022. A flood protection plan for Miners Rest is taking shape with preliminary work investigating the deepening, widening and beautification of the Burrumbeet Creek through Miners Rest to protect the town from large flood events. Anticipate works in 2022 should investigations be positive.
Deliver Ballarat Strategy headline actions, including Waste to Energy project	Waste to Energy project delivered	In planning 	The Waste to Energy project is on hold until after the State Government presents its Circular Economy Policy and Action Plan, expected in late 2019.

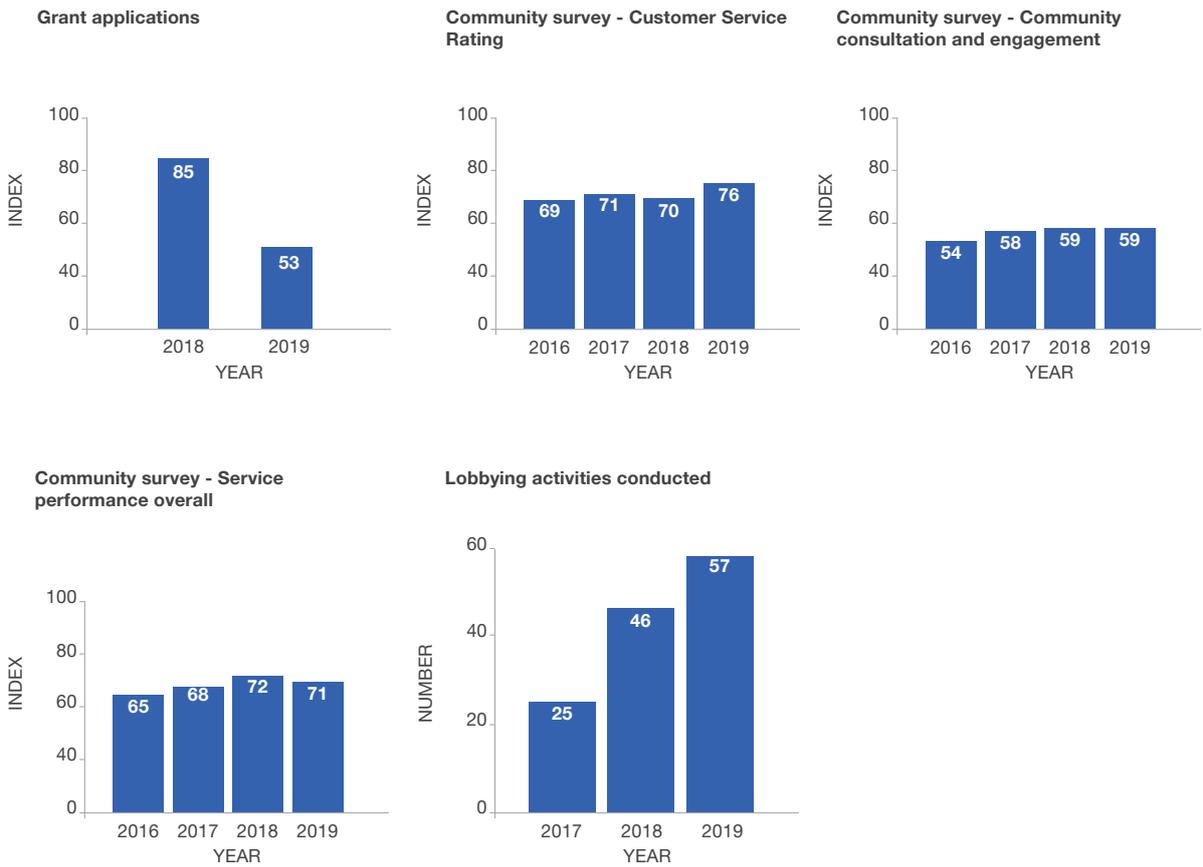


# WHAT WE PLAN TO ACHIEVE

## GOAL: ACCOUNTABILITY

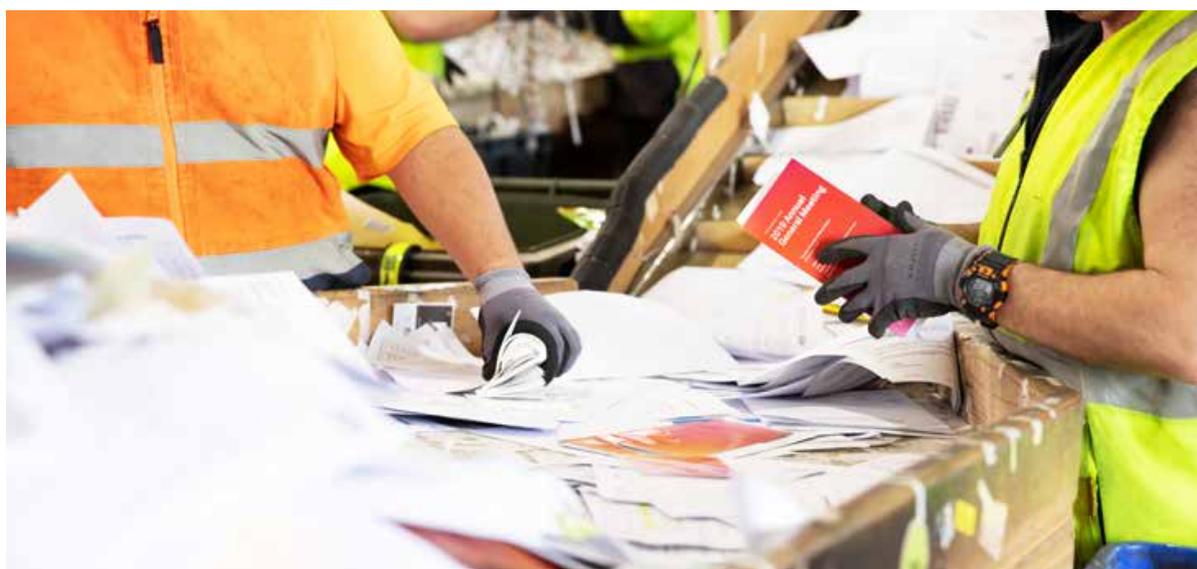
### Provide strong and decisive leadership, and transparent governance

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.



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria.	Advocacy for Ballarat's priorities undertaken	In progress 	Lobbying at Victorian and Australian Government levels continues with particular focus on recycling in this quarter. Discussions with regional partner councils is underway around shared services, following a successful bid for approximately \$4 million in the Regional Transformation Program.
Provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city	Membership of peak bodies and organisations	In progress 	The City of Ballarat is a member of various industry bodies, Victorian and Federal Government groups, regional groups and the private sector. This includes the MAV, Committee for Ballarat, Australian Local Government Association, Regional Cities Australia, Regional Cities Victoria and Central Highlands Councils Victoria. The City of Ballarat is also a board member of the World League of Historical Cities.
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	Twenty-two individual community engagement sessions were delivered during the quarter. Sessions included engagement with the Delacombe Chairs Forum, Eureka Hall Committee, Miners Rest Hall, Sebastopol Men's Shed and business owners in Harold Street, Wendouree. The team also hosted a Philanthropic Grants Forum which was attended by 80 people and two grants writing workshops, attended by 32 people.
Reduce unnecessary regulations and advocate for the removal of regulatory burdens from other tiers of government	Advocacy for the removal of regulatory burdens from other tiers of government undertaken	In progress 	As the national recycling crisis hit, the City of Ballarat has had a strong focus on waste management, with particular emphasis on recycling. Multiple submissions have been made to government authorities seeking increased clarity, regulation and consistency, and the development of strong policy to ensure informed decision-making at the local level in terms of recycling. The absence of clear guidelines and policy direction in this sector has resulted in a disparate approach by local governments to recycling. In this instance, the lack of regulation has proven to be a burden.



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	Data continues to be released on Council's Open Data platform data.gov.au. Council is currently developing a new Open Data Platform, due for release in early 2020.
Investigate and deliver shared local government services within the region	Shared local government services delivered	In progress 	Following confirmation of funding through the Regional Councils Transformation Program, CHCV is currently recruiting a Program Director to lead the project.
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Service Reviews continue to be undertaken. Recently the Ballarat Aquatic and Lifestyle Centre Service Review was undertaken.
Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction Program)	Improve efficiency of process and practices per department	In progress 	Business Improvement initiatives have been undertaken at the Ballarat Aquatic and Lifestyle Centre, Events, Project Management Office and Sports and Recreation.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Ongoing development of an advocacy and lobbying framework to provide a more consistent, strategic and structured approach by the City of Ballarat, including internal cross-organisational communications and relationships with key external stakeholders.
Annual customer satisfaction survey completed by Council	Completion of community survey	Complete 	The City of Ballarat conducted a Customer Satisfaction Survey in February and March 2019. The results from this survey were made public via Council's media website on 4 October 2019.





@BallaratCityCouncil



@cityofballarat



cityofballarat

**10.6. REVOCATION OF LOCAL LAW 12**

**Division:** Infrastructure and Environment  
**Director:** Terry Demeo  
**Author/Position:** Steve Van Orsouw - Acting Executive Manager Regulatory Services

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Revoke the City of Ballarat Local Law No. 12 Saleyards (the “Local Law”) as the Ballarat Saleyards, 1020 La Trobe Street, Delacombe site closed on 16 October 2018 and is no longer used for the purposes of livestock sales.**
- 2. Note by revocation of the Local Law this will cancel the “Manager” RLX Operating Company Pty Ltd, being a body on whom Council has conferred authority under section 114(a) of the Local Government Act 1989. To do any act, matter, thing necessary or incidental to the performance or exercise any functions by the Council e.g. collection of fees, imposed penalties and infringement notices, in accordance with this Local Law.**

**EXECUTIVE SUMMARY**

As a result of the relocation of the Saleyards operations and discontinuance of the use of the Latrobe Street Delacombe facility, it is recommended that the Local Law which provided the governance structure for this facility be revoked.

**RATIONALE**

On 16 October 2018, the Ballarat Saleyards at 1020 La Trobe Street, Delacombe held its last sheep and lamb sale, closing after 130 years of livestock sale. The parcel of land was originally reserved by the then Colony of Victoria Governor, Sir Henry Brougham Loch, with advice of the Executive Council.

Subsequently, on the 25 October 2018, a new selling complex officially opened at 139 Sunraysia Highway, Miners Rest, *Central Victorian Livestock Exchange (CVLX)*. The new site was built to provide state-of-the-art facilities for stakeholders including agents, livestock producers and buyers.

As a result of the new CVLX, Council's Local Law Number 12 Saleyards has no 'tenable basis' in fact or law to prevail. Therefore, in meeting the main principles of good corporate governance in local government, the Officers recommendation is revocation of the Local Law to ensure 'accountability, transparency, rule of law, responsiveness, equitable and inclusiveness, effectiveness and efficiency and participatory' (DPCD), 2012.

Pursuant to section 114 of the *Local Government Act 1989*, revocation of this Local Law 12 Saleyards will cancel any conferred discretion, power or authority imposed on a specified person or body to do any act, matter, thing necessary or incidental to the performance or exercise any functions by the Council e.g. collection of fees, imposed penalties and infringement notices.

This is a procedural process to rationalise Council's suite of Local Laws removing redundant controls.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Local Government Act 1989*
- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	No
<b>Environmental/Sustainability</b>	Yes	No
<b>Economic</b>	Yes	No
<b>Financial/Resources</b>	Yes	No
<b>Risk Management</b>	Yes	No
<b>Implementation and Marketing</b>	Yes	No
<b>Evaluation and Review</b>	Yes	No

## CONSULTATION

Given the procedural nature of this process, there has been no consultation with broader stakeholders.

## OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## REFERENCE DOCUMENTS

- Department of Planning and Community Development (DPCD) 2012
- Good Governance Guide, Municipal Association of Victoria (MAV)
- Victorian Local Government Association (VLGA)
- Local Government Victoria (LGV)
- Local Government Professionals (LGPRO), Victoria.

## ATTACHMENTS

1. Local Law 12 [10.6.1 - 13 pages]



**BALLARAT CITY COUNCIL**

**LOCAL LAW NO. 12  
SALEYARDS LOCAL LAW**

**BALLARAT CITY COUNCIL**  
**SALEYARDS LOCAL LAW**  
**LOCAL LAW NO. 12**

**PART 1**

**PRELIMINARY**

**1.1 Title**

This is Local Law No.12 adopted by the Ballarat City Council, titled the Saleyards Local Law and is referred to below as this Local Law.

**1.2 Objectives**

The objectives of this Local Law are:-

- (a) to provide for the administration and management of the Ballarat Livestock Selling Centre (also known as the Central Victorian Livestock Exchange (CVLX) by conferring discretionary authority on the Manager to manage the Saleyards on Council's behalf.
- (b) to assist in the documentation of procedures and the expectations of Saleyard users such that accreditation to NSQA can be achieved.
- (c) to enable the Manager to set and collect fees from vendors selling stock in the Saleyards and to prescribe the level of those fees.
- (d) to enable the Manager to prescribe the days and hours during each day on which sales can be held at the Saleyards.
- (e) to protect Council assets and facilities at the Saleyards.
- (f) to promote and enforce appropriate adherence to occupational health and safety practices at the Saleyards.
- (g) to control and prevent behaviour which is a nuisance, or which may be detrimental to health and safety.
- (h) to control the use of dogs at the Saleyards.
- (i) to regulate smoking and the consumption of alcohol at the Saleyards.
- (j) to provide for the administration of Council's powers and functions.
- (k) to control the quality of livestock products through the fair and reasonable treatment of animals and the application of adequate animal husbandry practices.

**1.3 Power To Make This Local Law**

Council's authority to make this Local Law is contained in Part 5 of the *Local Government Act 1989*.

#### **1.4 Repeal of Local Law**

From the date of operation of this Local Law Ballarat City Council's Saleyards Local Law – Local Law No. 12 will cease to operate and is repealed.

#### **1.5 Scope of This Local Law**

This Local Law applies to the Saleyards.

#### **1.6 Definitions**

"Agent Licence Agreement" means the agreement between the Manager and a Selling Agent referred to in Clause 4.1(a) of this Local Law.

"Authorized Officer" means a person authorized by the Council under this Local Law.

"Council" means the Council of the City of Ballarat.

"Fee Schedule" means the schedule of fees, yard dues, and charges referred to in Clause 2.6(b) of this Local Law.

"Holding Pens" are those stock pens which have accessible water supplies generally not used for auction purposes.

"Livestock Cartage Contractor" means any company, partnership or person engaged in the transport or livestock to and from the saleyards and includes all agents and employees of such carriers.

"Manager" means RLX Operating Company Pty Ltd, being a body on whom Council has conferred authority under section 114(a) of the *Local Government Act 1989* in accordance with this Local Law.

"Non-working Dogs" are dogs not used for the purpose of guiding the movement of stock.

"Owner" includes the vendor and purchaser of stock.

"Purchaser" means any person who purchases stock at the Saleyards.

"Saleyards" means the area of land occupied by and the operations of the Ballarat Livestock Selling Centre located at Latrobe St, Delacombe, Ballarat, Victoria.

"Saleyards Advisory Committee" is the Ballarat Livestock Selling Centre Saleyards Advisory Committee which is established by Council and the Manager to provide advice in relation to the Saleyards.

"Saleyards Infringement Review Panel" means the Panel set up by the Council from time to time for the purpose of administering Clause 5.3 of this Local Law. The Saleyards Infringement Review Panel shall comprise such third line manager as Council may from time to time appoint and a representative of the Saleyards Advisory Committee.

"Saleyards Manager" means the person appointed by the Manager from time to time as the manager of the Saleyards.

"Saleyards Operating Procedures" means the operating procedures set by the Manager for the Saleyards from time to time in accordance with this Local Law.

"Selling Agent" means a person who has entered into an Agent Licence Agreement with the Manager pursuant to Clause 2.6 (a).

"Stock" includes any age or breed of cattle, horse, pig, sheep or goat.

"Vendor" means a person or company whose stock are offered for sale at the Saleyards.

"Working Dog" is a dog used for the purpose of guiding the movement of stock.

### **1.7 Empowerment Provision**

Subject to the provisions of this Local Law, the Manager has the discretionary authority to:

- (a) appoint a Saleyards Manager to carry out the day to day operations of the Saleyards;
- (b) set operating procedures for the Saleyards;
- (c) set fees, dues and charges for the Saleyards; and
- (d) set and enter into Agent Licence Agreements with Selling Agents, for the purposes of this Local Law.

## **PART 2**

### **2.1 Market Days**

- (a) The Saleyards Manager, in consultation with the Saleyards Advisory Committee, may determine the days and hours for the holding of sales at the Saleyards.
- (b) The Saleyards Manager may consent to the holding of special sales. Such sales must be booked in accordance with the Saleyards Operating Procedures. The holding of special sales is at the discretion of the Saleyards Manager who may require the payment of a cash bond. In the event that a bond is required, the Saleyards Manager must refund the bond if the special sale is held and all fees and charges payable under this Local Law have been paid.

### **2.2 Pre-Sale Procedures**

- (a) Each Selling Agent proposing to sell stock at a sale must notify the Saleyards Manager in accordance with the Saleyards Operating Procedures. The Saleyards Manager may refuse to accept late notifications.
- (b) Each Selling Agent has a duty to ensure that notifications of stock numbers and stock classifications are accurate.

### **2.3 Allocations**

- (a) After receiving notifications of classified stock numbers from Selling Agents the Saleyards Manager must allocate to each selling agent such selling pens, ramps and selling times as deemed appropriate by the Manager.
- (b) Selling Agents must only use the selling pens and ramps allocated to them.
- (c) Nothing in Clause 2.3 (b) prevents the Saleyards Manager from reallocating selling pens and ramps at the request of a selling agent or Selling Agents.
- (d) Each Selling Agent must only sell stock within the selling times allocated by the Saleyards Manager.
- (e) All hours of selling and times for commencement of auctions will be determined by the Saleyards Manager.
- (f) Each Selling Agent must only sell stock within the classifications determined by the Saleyards Manager.

### **2.4 Penning of Stock**

- (a) A person must not pen stock at the Saleyards more than 24 hours prior to the commencement of the sale at which the stock is to be sold, unless prior permission is obtained from the Saleyards Manager.
- (b) Stock should be removed no later than 8.00pm on the first day after the sale. After this period, the Saleyards Manager may require animals to be adequately fed, watered and relocated to holding yards.
- (c) Animals so provided with feed must be allowed sufficient time to consume feed prior to relocation.
- (d) Stock in all holding pens must be provided with accessible water supplies and appropriate levels of feed by the owner.
- (e) The Saleyards Manager may provide feed and water for penned stock to ensure animal welfare and may recover the expenses incurred from the owner in accordance with the Fee Schedule.
- (f) A person must not unload or pen stock at the Saleyards which are not connected with a sale at the Saleyards unless permission is first obtained from the Saleyards Manager and the appropriate fee, as determined in accordance with the Fee Schedule, is paid. The Saleyards Manager may allocate pens and yards for the holding of such stock.

Penalty: 5 penalty units.

- (g) Notwithstanding Clause 2.4 (f) stock may be penned in emergency situations, subject to the Saleyards Manager being advised immediately thereafter and appropriate fees being paid in accordance with the Fee Schedule. An emergency situation is defined as vehicular break down,

stock loading problems, animal husbandry practice. Diseased stock are excluded.

## **2.5 Stray Stock**

- (a) The Saleyards Manager must designate an area in the Saleyards as an area for the keeping of stray or unclaimed stock.
- (b) Stray or unclaimed stock, after being held for 7 days, may be offered for sale by the Saleyards Manager at any regular or special sale.
- (c) The proceeds of such sale will be retained by the Manager.
- (d) If within that time any person who is able to satisfy the Saleyards Manager that he or she was the owner of any stray or unclaimed stock, must be paid the proceeds of the sale of their stock, subject to Clause 2.5 (f).
- (e) The Saleyards Manager is not obliged to consider any claims made after 7 days.
- (f) The Saleyards Manager may provide feed and water for stray stock to ensure animal welfare and may recover the expenses incurred from the owner in accordance with the Fee Schedule.

## **2.6 Selling Agents and Fees**

- (a) A Selling Agent shall not sell stock at the Saleyards unless the Selling Agent has signed an Agent Licence Agreement with the Manager.
- (b) The Manager may from time to time after consultation with the Saleyards Advisory Committee determine the fees, yard dues and charges to be paid by Selling Agents which may include an administrative or processing fee or charge. All fees, yard dues and charges must be set out in a Fee Schedule and made available for inspection by the public.
- (c) The Manager must give notice of any proposal to alter fees, yard dues and charges at least 30 days prior to adopting the proposal.
- (d) All fees, yard dues and charges, must be paid within 14 days of issue of invoice.
- (e) The Manager may from time to time determine an interest rate to be levied on late payments of fees, yard dues and charges. The penalty interest rate shall be advised in the Agent Licence Agreement.
- (f) The Manager may direct a Selling Agent or vendor who has defaulted in the payment of any fees, yard dues, charges or penalties not to take part in any sale and such person must comply with that direction.

## **2.8 Responsibility for Stock**

- (a) The security and care of stock is the responsibility of the Owner or the Owner's appointed agent at all times.

- (b) All stock penned at the Saleyards are placed there at the risk of the Owner of the stock. The Owner must ensure that stock are appropriately cared for whilst stock remain at the saleyard.
- (c) A person must only feed stock in those areas of the Saleyards designated by the Saleyards Manager for that purpose.

Penalty: 5 penalty units.

### **PART 3 BEHAVIOUR**

#### **3.1 Offensive/Dangerous Behaviour**

A person must not in the Saleyards:-

- (a) Behave in a manner which disturbs or obstructs any person in the use of the Saleyards.  
Penalty: 5 penalty units.
- (b) Smoke within any area where smoking is prohibited by legislation either in force now or in the future.  
Penalty: 5 penalty units.
- (c) Damage, destroy, write on, interfere with, remove or affix anything to any building, improvement or structure of any kind, or the unimproved area of the saleyards without the permission of the Saleyards Manager.  
Penalty: 10 penalty units.
- (d) Consume alcohol.  
Penalty: 5 penalty units.

#### **3.2 Dogs**

- (a) A person must not while in the Saleyards:-
  - (i) Allow their dog to roam at large.  
Penalty: 5 penalty units.
  - (ii) Allow their dog into any building.  
Penalty: 5 penalty units.
- (b) The owner of any dog must keep the dog effectively muzzled at all times.  
Penalty: 5 penalty units.
- (c) The owner of any dog must keep the dog under effective control at all times.  
Penalty: 5 penalty units.

- (d) For the purposes of this Clause 3.2 the owner of a dog includes any person using or in charge of the dog.
- (e) Non-working Dogs are prohibited from the Saleyards.  
Penalty: 5 penalty units.
- (f) Bitches on heat are prohibited from the Saleyards.  
Penalty: 5 penalty units.

### **3.3 Vehicles**

- (a) The Saleyards Manager may designate an area of the Saleyards as a truck washing area.
- (b) A person must not use the truck washing area for the cleaning of a vehicle unless that vehicle is specifically used for livestock transportation.  
Penalty: 10 penalty units.
- (c) A person must not leave a vehicle standing in the Saleyards so that any part of the vehicle:-
  - (i) obstructs entrances, exits or ramps.
  - (ii) interferes in any way with the proper movement of vehicular, pedestrian or animal traffic.Penalty: 5 penalty units.

### **3.4 Dead/Injured Stock**

A person must not unload dead or injured stock into the Saleyards, other than in areas designated for that purpose by the Saleyards Manager.  
Penalty: 10 penalty units.

### **3.5 Obstruction**

A person must not obstruct the Manager or the Saleyards Manager in the performance of anything the Manager or the Saleyards Manager is empowered to do under this Local Law.  
Penalty: 10 penalty units.

### **3.6 Moving Stock**

A person must not move stock in the Saleyards without the permission of the Owner of the stock or of the Saleyards Manager.  
Penalty: 10 penalty units.

### **3.7 Unsafe Areas/Dangerous Practices**

- (a) The Saleyards Manager may designate any area or structure in the Saleyards as being unsafe or as an area or structure limited to specific persons.
- (b) A person must not be found in an area or on a structure contrary to the Saleyards Manager's designation.  
  
Penalty: 5 penalty units.
- (c) A person must not open any gate or the lock or fastening mechanism of any gate if such opening:-
  - (i) is likely to lead to the escape of any Stock, or
  - (ii) places any person at riskPenalty: 10 penalty units.

### **3.8 Selling of Sundry Items**

- (a) A person must not sell anything at the Saleyards other than stock sold in accordance with this Local Law without the permission in writing of the Saleyards Manager.  
  
Penalty: 5 penalty units.
- (b) Notwithstanding Clause 3.8 (a) the Saleyards Manager may at his discretion allow a person to sell goods if in the opinion of the Saleyards Manager such goods are ancillary to stock, stock husbandry or are ancillary to the operations of the Saleyards.

### **3.9 Access to Saleyards**

A person may not enter or remain upon the Saleyards unless there for a lawful purpose associated with the conduct of sale of Stock, and specifically no person shall trespass upon or remain upon the Saleyards without the approval of the Saleyards Manager.

Penalty: 10 penalty units.

## **PART 4 AGENT LICENCE AGREEMENT**

### **4.1 Application For an Agent Licence Agreement**

- (a) The Manager may from time to time set an Agent Licence Agreement regulating the selling of stock from the Saleyards. The form of the Agent Licence Agreement must be made available for inspection by the public.
- (b) A person who wishes to apply to sell stock from the Saleyards must apply in writing to the Manager, sign an Agent Licence Agreement and pay the fee as set out in the Fee Schedule.

#### **4.2 Livestock Cartage Contractors**

A Stock cartage carrier must:

- (a) Comply with all lawful directions of the Saleyards Manager in relation to transport, loading and unloading of Stock at the Saleyards;
- (b) Comply with all relevant legislation and regulations governing the transport of Stock;
- (c) Comply with all relevant legislation and regulation in relation to the carrier's vehicles;
- (d) Comply with all relevant legislation, regulation, codes of practice, Saleyards Operating Procedures and this Local Law in respect of the use and operation of the saleyards and all occupational health and safety issues.

### **PART 5 ENFORCEMENT AND PENALTIES**

#### **5.1 Offences**

- (a) Where any provision in this Local Law requires that something may not be done at all, any person who does that act is guilty of an offence.
- (b) Where any provision in this Local Law requires that something may not be done between specified hours of the day or night, during specified months of the year, or in or at specified locations or specified parts of those days or locations, any person who does that act between the hours, during the months, on the days, in or at the location or a specified part is guilty of an offence.
- (c) Where any provision in this Local Law requires that a person obtain a consent or Agent Licence Agreement from the Manager or Saleyards Manager before engaging in any particular activity, that person is guilty of an offence if that person engages in that activity without a current consent or Agent Licence Agreement from the Manager or Saleyards Manager (unless the Manager or Saleyards Manager in its discretion has waived the requirement for a consent or Agent Licence Agreement).
- (d) Where any consent or Agent Licence Agreement under this Local Law contains conditions any person who contravenes or fails to comply with a condition of a consent or Agent Licence Agreement is guilty of an offence.
- (e) Where any provision in this Local Law requires that something must be done, any person who fails to do that act is guilty of an offence.

#### **5.2 Penalties**

- (a) Schedule 1 of this Local Law sets out penalties for infringement notice purposes which may be issued as an alternative to prosecution in respect of offences against this Local Law.

- (b) Where any provision of this Local Law sets a penalty for an offence the penalty may be doubled in the event that a second or subsequent offence is committed within a 12 month period.

### **5.3 Infringement Notices**

- (a) An Authorized Officer may, after first issuing a warning, issue and serve a Local Law infringement notice on a person whom the Authorised Officer believes has committed an infringement referred to in Schedule 2 requiring the person to pay the penalty for that offence within 28 days of the issue of the infringement notice.
- (b) If a person issued with an infringement notice makes a written representation to the Saleyards Infringement Review Panel within 28 days of the issue of the infringement notice the Panel may, within 28 days of the representation and after considering any submissions from the Authorized Officer and the person, instruct the Authorized Officer to either proceed with the infringement notice or withdraw the infringement notice.
- (c) Subject to sub-clause (k) the decision of the Panel on any representations received will be final.
- (d) The Authorized Officer may at any time withdraw an infringement notice either as a result of consideration of any representations made to the Panel or with a view to prosecuting for an offence.
- (e) Where an infringement notice is withdrawn, the person upon whom it was served is entitled to a refund of any payment which that person has made on the infringement notice.
- (f) Any person served with a local law infringement notice is entitled to disregard the notice and defend the prosecution in Court.

**BALLARAT CITY COUNCIL**  
**SALEYARDS LOCAL LAW**  
**LOCAL LAW NO. 12**

**SCHEDULE 1**

Penalties For Infringement Notice Purposes In Respect Of Offences Against This Local Law.

Offence	Penalty Units
2.4 (f) Unauthorized unloading or penning of Stock not for Sale	1
2.8 (c) Feeding stock in non feeding area	1
3.1 (a) Offensive behaviour	1
3.1 (b) Smoking in prohibited area	1
3.1 (c) Damage to building, improvement, structure or unimproved area	2
3.1 (d) Consuming alcohol	1
3.2 (a) Dog roaming or in building	1
3.2 (b) Unmuzzled dog	1
3.2 (c) Ineffective control of dog	1
3.2 (e) Non working dogs in Saleyards	1
3.2 (f) Bitches on heat in Saleyards	1
3.3 (b) Use of truck wash by non Livestock Transporter	2
3.3 (c) Vehicle obstruction	1
3.4 Unload of dead or injured stock to Saleyards	2
3.5 Obstructing the Manager or Saleyards Manager	2
3.6 Unauthorised moving of stock	2
3.7 (b) Access to unauthorised area	1
3.7 (c) Dangerous practices	2
3.8 (a) Unauthorized sale	1
3.9 Entry into Saleyards without reason or trespass	2

The Common Seal of the Ballarat City Council was hereunto affixed in the presence of: )  
)  
)

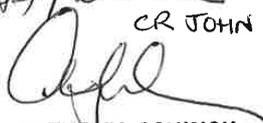


Mayor (or)  CR JOHN BURT OAM

Councillor

Councillor (and)  CR JOHN PHILIPS

Chief Executive Officer

  
**ANTHONY SCHINCK**  
CHIEF EXECUTIVE OFFICER

**10.7. COMMUNITY SAFETY ADVISORY COMMITTEE TERMS OF REFERENCE**

**Division:** Community Development  
**Director:** Neville Ivey  
**Author/Position:** Amanda Collins - Community Safety and Wellbeing Officer

**OFFICER RECOMMENDATION**

**Council resolves to:**

- 1. Revoke the Terms of Reference for the Community Safety Advisory Committee endorsed by Council 11 October 2017 by resolution R355/17.**
- 2. Endorse the revised Terms of Reference for the Community Safety Advisory Committee.**

**EXECUTIVE SUMMARY**

This report seeks endorsement of the revised Terms of Reference for the Community Safety Advisory Committee. The Terms of Reference were endorsed by Council's Community Safety Advisory Committee on 14 August 2019.

**RATIONALE**

The Community Safety Advisory Committee was established in 1998 to identify and respond to local safety and crime issues. The Committee brings together a cross section of people from a variety of organisations and backgrounds, all of whom have a key responsibility or role in ensuring Ballarat and its communities remain safe.

At the Council meeting held 27 April 2011 Council resolved (R166/11) to adopt the Committee's Terms of Reference. On the 28 August 2013 Council resolved to (R321/13) adopt the subsequent Terms of Reference and furthermore resolved on the 11 October 2017 (R354/17) to adopt the most recent Terms of Reference.

The Committee has recently reviewed and updated the Terms of Reference. The revised Terms of Reference were endorsed by the Advisory Committee at the 14 August 2019 meeting.

Amendments to the Terms of Reference are as follows:

1. Amended the Terms of Reference in line with the revised template to ensure consistency of language and compliance requirements;
2. BACKGROUND – Addition of Community Safety Strategic Statement 2017/2021;
3. 5.2.11 Amendment to reflect current title of Department of Justice and Community Safety; and
4. 5.2.17 Addition of Leadership Ballarat and Western District member representative.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*; and
- City of Ballarat Council Plan 2017-2021;
- Municipal Health and Wellbeing Plan 2017-2021
- Community Safety Strategic Statement 2017-2021

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	Yes	No
<b>Financial/Resources</b>	Yes	No
<b>Risk Management</b>	Yes	No
<b>Implementation and Marketing</b>	Yes	No
<b>Evaluation and Review</b>	No	No

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

**Social/Cultural** - The Community Safety Advisory Committee comprises a range of key stakeholders representing community organisations and government and non-government agencies. Two positions are held on the Advisory Committee for community members. A representative from Leadership Ballarat and Western Region (LBWR) is a recent addition to the membership.

## OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## REFERENCE DOCUMENTS

- Nil

## ATTACHMENTS

1. Community Safety Advisory Committee Terms of Reference 2019 [10.7.1 - 5 pages]

# **BALLARAT COMMUNITY SAFETY ADVISORY COMMITTEE**

## **TERMS OF REFERENCE**

### **1. BACKGROUND**

- 1.1 By this Terms of Reference document, the Ballarat City Council (**Council**) establishes the Ballarat Community Safety Advisory Committee (**Committee**).
- 1.2 Council will establish from time to time various Advisory Committees. The Committee is established to replace the current management committee and is developed to have a longer-term focus on the development of the facility and its programs.
- 1.3 The creation of a five-year Community Safety Action Plan in 2008-2013 and subsequent Community Safety Strategic Statement 2017-2021 provided an opportunity to formalise the Committee as an Advisory Committee of Council and align membership to reflect the priority areas outlined within the plan.
- 1.4 The Committee has the functions and responsibilities set out in this Terms of Reference document. The Terms of Reference document sets out the structure and basis on which the Committee can make recommendations to Council.
- 1.5 This Terms of Reference document is authorised by resolution [insert resolution number after the Council meeting] of Council passed on [insert date of the Council meeting the ToR were endorsed, after the Council meeting].

### **2. PURPOSE**

The Committee is established for the purpose of:

- 2.1 Identifying and developing strategies that respond to community safety, crime and wellbeing issues impacting on safety.
- 2.2 Seeking guidance from a range of key stakeholders and community members all of whom have an interest or responsibility in ensuring Ballarat and its communities remain safe.
- 2.3 Promoting participation and community ownership in developing Ballarat as a safe, secure and healthy place for people to live, work in or visit.

### **3. OBJECTIVES**

The objectives of the Committee are to:

- 3.1 Provide guidance to Council as required, on issues relating to the provision and development of Council strategies and services aimed at enhancing and improving community safety and health and wellbeing.
- 3.2 Provide recommendations to Council regarding strategic priorities relating to community safety initiatives.
- 3.3 Provide a strategic forum for discussion and community input on community safety initiatives and issues.

- 3.4 Strengthen collaborative relationships and communication between Council, community organisations and community members to achieve improved community safety outcomes.

#### **4. ROLES AND RESPONSILITIES:**

- 4.1 The role of the Committee is to:
  - 4.1.1 Assist in the development and annual review of strategic priorities.
  - 4.1.2 Provide Council with information and reports pertaining to progress against the strategic priorities and other community safety projects for communication with the community.
  - 4.1.3 Maintain dialogue and active partnerships between participating agencies, organisations and community members which share a set of beliefs, attitudes and values that support the prevention of crime and promotion of health and wellbeing.
  - 4.1.4 Actively promote collaborative effort and partnerships between participating agencies to enhance community safety.
  - 4.1.5 Demonstrate community leadership and active promotion of the Committee's objectives.
- 4.2 Issues relating to road infrastructure, traffic management and parking compliance lie outside the scope of this Committee, however, can be directed to the Road Safety Advisory Committee for consideration. Workplace safety also falls outside the scope of this Committee; however, members can direct enquiries to Work Safe Victoria.
- 4.3 Committee members are expected to keep confidential all sensitive, commercial and personal information that the members encounter while being a member of the Committee.

#### **5. MEMBERSHIP**

- 5.1 Membership is drawn from key representatives from local agencies, organisations and community members and is in alignment with the strategic priorities reviewed annually.
- 5.2 The Committee will consist of 19 members comprising of, but not limited to:
  - 5.2.1 Councillors;
  - 5.2.2 Community Representatives;
  - 5.2.3 Victoria Police;
  - 5.2.4 Ballarat Taxi Co-operative;
  - 5.2.5 Women's Health Grampians;
  - 5.2.6 Youth Services Agency;
  - 5.2.7 Federation University;
  - 5.2.8 Bridge Mall Traders;
  - 5.2.9 Media;
  - 5.2.10 Department of Justice and Community Safety;

- 5.2.11 Department of Health and Human Services;
  - 5.2.12 Ballarat Regional Multicultural Council;
  - 5.2.13 Ballarat District Aboriginal Co-operative;
  - 5.2.14 Community Houses;
  - 5.2.15 Sports Central Regional Sports Assembly;
  - 5.2.16 Ballarat Community Health; and
  - 5.2.17 Leadership Ballarat and Western District.
- 5.3 Other identified members will be contacted and invited to participate formally by letter.
  - 5.4 Council will invite Expressions of Interest for community representatives through Council's website and in the local newspaper. From Expressions of Interest received, a sub-committee will be formed to select representatives for a two-year period. Community representatives will be selected based on alignment with the annual strategic priorities determined by the Committee.
  - 5.5 Each member must attend a minimum number of meetings (four of the six scheduled annually).
  - 5.6 The tenure of members shall be at the discretion of the Council; however, members are appointed for a two-year term.
  - 5.7 The Chief Executive Officer shall appoint a Council Officer to provide administrative support and guidance to the Committee.
  - 5.8 A Council Officer appointed under clause 5.7 is not considered a member of the Committee and does not have voting rights.
  - 5.9 Each member of the Committee has and may exercise one equal vote on any question before the Committee for consideration.
  - 5.10 Councillors, other than a Councillor appointed under clause 5.2.1, who attend a meeting are not to be classed as members of the Committee and do not have voting rights.
  - 5.11 Council will revise the membership and voting rights of each member as it sees fit.
  - 5.12 A Councillor appointed under clause 5.2.1 will be the Chairperson of the Committee.
  - 5.13 Where more than one Councillor is appointed to the Committee, Council will, by resolution, appoint one of those Councillors to be the Chairperson of the Committee.
  - 5.14 If a Chairperson is not appointed under clause 5.12 or 5.13, as the case may be, before the Committee's first meeting, the Committee members must appoint a Chairperson at the first meeting.
  - 5.15 If the Chairperson is absent from a Committee meeting, the Committee will select a temporary Chairperson to chair the Committee meeting.
  - 5.16 Any Councillor can attend meetings of the Committee as an observer.
  - 5.17 All enquiries from the media, relating to the Committee are to be directed initially to the Director, Community Development for response.

## 6. MEETINGS

- 6.1 Unless Council resolves otherwise, Committee meetings must be conducted in accordance with:
- 6.1.1 Council's Meeting Procedure Local Law;
  - 6.1.2 Part 4, Division 2 of the *Local Government Act 1989*;
  - 6.1.3 the Committee's discretion, as exercised from time to time; and
  - 6.1.4 Council's Community Consultation and Participation Framework.
- 6.2 The Committee will meet on a bi-monthly basis. The Committee shall determine meeting frequency throughout the term of agreement and meetings shall occur as required or scheduled, but not less than annually.
- 6.3 The Chairperson or Deputy Chairperson will chair all committee meetings.
- 6.4 The Chairperson is the authorised spokesperson for the committee.
- 6.5 The role of the Council Officer appointed under clause 5.7 includes:
- 6.5.1 maintaining a register of Committee members, their date of appointment, reappointment and official positions (if any) held as a Committee member;
  - 6.5.2 advising Committee members of term completion dates and their eligibility for reappointment as relevant;
  - 6.5.3 appropriate notification of meetings;
  - 6.5.4 minutes, agendas and other documentation required for members to actively participate on the Committee;
  - 6.5.5 in conjunction with the Chairperson will meet to review, approve and prepare the agenda for the bi-monthly meeting;
- 6.6 A quorum of the Committee will be half of the members plus one.
- 6.7 Voting will be by a majority of votes by a show of hands. Only members in attendance are entitled to vote. The Chairperson shall have the casting vote in the event of an equality of votes.
- 6.8 Sub Committees may be appointed by the Committee and may meet between Committee meetings and as authorised or directed by the Committee.

## 7. REPORTING

- 7.1. The Committee is responsible for taking proper minutes of all meetings and preparing reports for the Council's consideration in accordance with:
- 7.1.1 Council's Meeting Procedure Local Law;
  - 7.1.2 Part 4, Division 2 of the *Local Government Act 1989*;
  - 7.1.3 Any resolution of Council made from time to time; and

- 7.1.4 Otherwise at the Committee's discretion, as exercised from time to time.
- 7.2. The Committee must prepare and present to Council a report of its activities upon being required to do so by Council and, in any event, at least once per year.
- 7.3. In accordance with the *Local Government Act 1989*, when a Councillor attends a Committee meeting, this is deemed to be an *Assembly of Councillors*.
- 7.4. In the case of clause 7.3 operating, an Assembly of Councillors Record must be completed as soon as possible by the Council Officer appointed under clause 5.7 or, if that Council Officer is not present, by the Chairperson, and forwarded to the Statutory Compliance Unit for inclusion in the report to Council.  
(Note – this only applies when a Councillor is in attendance.)

## **8. CREATION AND DISSOLUTION**

- 8.1 These Terms of Reference:
  - 8.1.1 Come into force immediately the resolution of Council adopting them is made; and
  - 8.1.2 Remain in force until Council determines to vary or revoke them.
- 8.2 By these Terms of Reference, the Committee:
  - 8.2.1 Is established; and
  - 8.2.2 Has the responsibilities as set out in the Terms of Reference.
- 8.3 The Committee will only be dissolved by resolution of Council.

Dated: *[insert date of the Council meeting the ToR was endorsed, after the Council meeting]*

**10.8. COUNCILLOR REPRESENTATION ON COMMITTEES AND EXTERNAL BODIES 2020**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Ali Evans - Administration Officer - Statutory Compliance

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Endorse the 2020 appointments of Councillor Representation on Committees, Boards, Organisations and Groups as detailed in the attachment.**
- 2. Ensure that all the Committees, Boards, Organisations and Groups are notified of Council's revised representative/s.**
- 3. Disband the Clean Ballarat Advisory Committee and revoke the Terms of Reference endorsed by Council 21 November 2018 by resolution R341/18.**
- 4. Disband the Road Safety Advisory Committee and revoke the Terms of Reference endorsed by Council 12 June 2019 by resolution R141/19.**

**EXECUTIVE SUMMARY**

The purpose of this report is for Council to adopt Councillor Representation for Committees and External Bodies in accordance with the City of Ballarat Meeting Procedure Local Law 2018; and disband the Clean Ballarat Advisory Committee and Road Safety Advisory Committee.

**RATIONALE**

This report brings forward an extensive list of Section 86 Special Committees, Advisory Committees, Non-advisory Committees, Boards, Organisations and Portfolio Groups with the delegated Councillor Representative(s) for 2020.

This report also recommends disbanding the Clean Ballarat Advisory Committee and the Road Safety Advisory Committees as the Committee's functions will be incorporated into the aligned Strategic Portfolio's.

**LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*
- *Local Government Act 1989*
- *Local Government (General) Regulations 2015*
- City of Ballarat Council Plan 2017-2021
- City of Ballarat Committee Policy
- City of Ballarat Meeting Procedure Local Law 2018

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

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

**Social/Cultural** – A Committee is likely to have greater influence on Council if a Councillor is an active observer of its business and if the Councillor appointed has an interest in influencing understandings in the Chamber of the Committee's strategic intentions.

**Financial/Resources** – There are financial implications of servicing Committees; these costs have been incorporated into Business Plans and the Budget.

**Risk Management** – The *Local Government Act 1989* and the *Local Government (General) Regulations 2015* provides steps to ensure that Council complies with the Act in the establishment, administration and dissolution of Committees.

**Implementation and Marketing** – All Committees will be notified of the Councillor Representation with relevant documentation.

**Evaluation and Review** – As per Councils Meeting Procedure Local Law at least by the last Council Meeting of the calendar year, the Council must appoint and/or remove Councillors to Committees.

## CONSULTATION

There has been consultation with relevant Councillors and staff to ensure the correct responsibilities under the Act have been appointed. Through the continued implementation of adopting Councillors to Committees and External Bodies, there will be ongoing developments aimed at establishing innovative approaches that will consult, engage and involve the Ballarat community.

There has been consultation with Officers and the Clean Ballarat Advisory Committee along with consultation with Officers and Councillors in relation to the Road Safety Committee. Revoking the Terms of Reference and disbanding the Committee does not require any public consultation.

## OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **REFERENCE DOCUMENTS**

- Councillor Representations on Committees, Boards, Organisations and Groups as adopted by Council Resolution R372/18 on 12 December 2018.
- Council report and resolution 21 November 2018 (R341/18)
- Council report and resolution 12 June 2019 (R141/19)

## **ATTACHMENTS**

1. Councillor Representation on Committees and External Bodies 2020 [**10.8.1** - 8 pages]

**SPECIAL COMMITTEES**

<b>Committee</b>	<b>2019 Councillor Representative</b>	<b>2020 Councillor Representative(s)</b>	<b>2019 Cr Representative Chairperson</b>	<b>2020 Cr Representative Chairperson</b>	<b>2019 Backup Councillor Representative</b>	<b>2020 Backup Councillor Representative</b>
Ballarat Friends of Ainaro Community Special Committee	<b>Cr Coates</b>	<b>Cr Coates</b>	<b>Cr Coates</b>	<b>Cr Coates</b>	<b>Nil</b>	<b>Nil</b>
Community Impact Special Committee	<b>Cr Coates Cr Tillett Cr Hudson</b>	<b>Cr Coates Cr Tillett Cr Hudson</b>	<b>N/A</b>	<b>N/A</b>	<b>Nil</b>	<b>Nil</b>
Contracts Approval Special Committee	<b>Cr Tillett Cr Taylor Cr Harris</b>	<b>Cr Tillett Cr Taylor Cr Harris</b>	<b>Cr Harris</b>	<b>Cr Harris</b>	<b>Nil</b>	<b>Nil</b>
Her Majesty's Theatre Board Special Committee	<b>Mayor of the Day Cr Moloney Cr Johnson</b>	<b>Mayor of the Day - (Cr Taylor) Cr Moloney Cr Johnson</b>	<b>Cr Moloney</b>	<b>Cr Moloney</b>	<b>Nil</b>	<b>Nil</b>
Invermay Recreation Reserve Special Committee	<b>Cr Tillett</b>	<b>Cr Tillett</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>
Planning Special Committee	<b>All Councillors</b>	<b>All Councillors</b>	<b>Cr McIntosh</b>	<b>Cr Taylor</b>	<b>Nil</b>	<b>Nil</b>

**AUDIT ADVISORY COMMITTEE**

Committee	2019 Councillor Representative	2020 Councillor Representative(s)	Details relating to Chairperson	Cr Representative Chairperson
Audit Advisory Committee	<b>Mayor of the Day</b> <b>Cr Tillet</b> <b>Cr Coates</b>	<b>Mayor of the Day - (Cr Taylor)</b> <b>Cr Tillet</b> <b>Cr Coates</b>	<b>Chairperson is appointed from the external members of the Committee.</b>	<b>N/A</b>

ADVISORY COMMITTEES

Committee	Ward	2019 Councillor Representative	2020 Councillor Representative(s)	Details relating to Chairperson	2019 Cr Representative Chairperson	2020 Cr Representative Chairperson	2019 Backup Councillor Representative	2020 Backup Councillor Representative
Ascot Hall Committee	North Ward	Cr Tillett	Cr Tillett	Community Representative	N/A	N/A		
Ballarat Airport/Aerodrome Advisory Committee	North Ward	Cr McIntosh Cr Tillett Cr Moloney	Cr McIntosh Cr Tillett Cr Moloney	Councillor				
Ballarat Heritage Advisory Committee		Cr McIntosh Cr Moloney	Cr McIntosh Cr Moloney	Not detailed in TOR but is generally a Councillor				
Ballarat Municipal Observatory Advisory Committee		Cr Harris	Cr Harris	Councillor	Cr Harris	Cr Harris		
Ballarat Regional Soccer Facility Advisory Committee		Cr Hudson Cr Taylor	Cr Hudson Cr Taylor	Councillor				
Brown Hill Hall Committee	North Ward and Central Ward	Cr Moloney	Cr Moloney	Community Representative	N/A	N/A	North Ward Councillor	Cr Johnson
Buninyong Community Hall Committee	South Ward	Cr Rinaldi	Cr Rinaldi	Councillor	Cr Rinaldi	Cr Rinaldi		
Burrumbet Soldiers Memorial Hall Committee	North Ward	Cr Tillett	Cr Tillett	Community Representative	N/A	N/A	North Ward Councillor	
Cardigan Village Community Centre Advisory Committee	North Ward	Cr Tillett	Cr Tillett	Community Representative	N/A	N/A	North Ward Councillor	
GEO Performance Review Advisory Committee		All Councillors	All Councillors	Mayor of the Day	Mayor of the Day	Mayor of the Day - (Cr Taylor)		
Child Friendly Ballarat Advisory Committee		Cr McIntosh	Cr McIntosh	Councillor	Cr McIntosh	Cr McIntosh		
Community Safety Advisory Committee		Cr Coates Cr Hudson	Cr Coates Cr Hudson Cr Johnson	Not detailed in TOR but is generally a Councillor	Cr Hudson	Cr Hudson		
Disability Advisory Committee		Cr Coates	Cr Coates	Councillor	Cr Coates	Cr Coates	Cr Harris	Cr Harris

Intercultural Advisory Committee		Cr Coates	Cr Coates	Councillor	Cr Coates	Cr Coates		Cr Johnson
Koorie Engagement Action Group Advisory Committee		Cr Coates	Cr Coates	Councillor is co-chair of Committee	Cr Coates (Co-Chair)	Cr Coates	Cr Harris	Cr Harris
Lake Learmonth Advisory Committee	North Ward	Cr Tillett	Cr Tillett				North Ward Councillor	
Lake Wendouree & Gardens Advisory Committee	Central Ward	Mayor of the Day Cr Moloney	Mayor of the Day - (Cr Taylor) Cr Moloney Cr McIntosh	Not stated	Cr Moloney	Cr Moloney		
Miners Rest Hall Advisory Committee	North Ward	Cr Tillett	Cr Tillett	Community Representative	N/A	N/A	North Ward Councillor	
Mt Buninyong Reserve Advisory Committee	South Ward	Cr Rinaldi	Cr Rinaldi	Councillor	Cr Rinaldi	Cr Rinaldi		
Scotsburn Community Hall Advisory Committee		Cr Rinaldi	Cr Rinaldi	Community Representative	N/A	N/A		
Sebastopol RSL Hall Advisory Committee	South Ward	Cr Hudson	Cr Hudson	Community Representative	N/A	N/A		
Warrenheip Community Hall Advisory Committee		Cr Rinaldi	Cr Rinaldi	Community Representative	N/A	N/A		

**NON-ADVISORY COMMITTEE**

<b>Committee</b>	<b>2019 Councillor Representative</b>	<b>2020 Councillor Representative(s)</b>
Active Transport Working Group	<b>Cr Coates</b> <b>Cr Moloney</b>	<b>Cr Coates</b> <b>Cr Moloney</b>

**GROUPS AND ORGANISATIONS**

<b>Organisation</b>	<b>2019 Councillor Representative</b>	<b>2020 Councillor Representative(s)</b>	<b>2019 Backup Councillor Representative</b>	<b>2020 Backup Councillor Representative</b>
Arch of Victory/Avenue of Honour Advisory Committee	Cr Harris Cr Moloney	Cr Harris Cr Moloney		
Art Gallery of Ballarat Board	Cr Harris	Cr Harris		
Australian Local Government Women's Association (ALGWA) n/a	Cr Coates Cr Johnson	Cr Coates Cr Johnson Cr McIntosh		
Castlemaine (Mine) Environmental Advisory Committee	Cr Taylor	Cr Taylor		
Central Highlands Mayors' & CEOs' Forum	Mayor of the Day - (Cr McIntosh)	Mayor of the Day - (Cr Taylor)	Deputy Mayor - (Cr Rinaldi)	Deputy Mayor - (Cr Coates)
Central Victorian Greenhouse Alliance	Cr Coates	Cr Coates		
Commerce Ballarat	Cr Rinaldi	Cr Rinaldi		
Committee for Ballarat	Mayor of the Day - (Cr McIntosh)	Mayor of the Day - (Cr Taylor)		
Grampians Central West Waste & Resource Recovery Group	Cr Tillett	Cr Tillett		
Local Learning Education Network	Cr. Coates	Cr Coates		
Municipal Association of Victoria (MAV)	Cr Coates	Cr Johnson		Cr Johnson
MAV Rural South Central Region Group	Cr Coates	Cr Coates		
Regional Cities Group	Mayor of the Day - (Cr McIntosh)	Mayor of the Day - (Cr Taylor)	Deputy Mayor - (Cr Rinaldi)	Deputy Mayor - (Cr Coates)
Sunraysia Highway Improvement Committee	Cr Tillett	Cr Tillett		
Western Highway Action Committee	Cr Tillett	Cr Tillett		

**OTHER COMMITTEES ESTABLISHED UNDER ACTS**

<b>Committee</b>	<b>2019 Councillor Representative(s)</b>	<b>2020 Councillor Representative(s)</b>	<b>Backup Councillor Representative</b>	<b>2020 Backup Councillor Representative</b>
Coghills Creek / Glendaruel Cemetery	<b>All Councillors (as Trustees)</b>	<b>All Councillors (as Trustees)</b>	<b>All Councillors (as Trustees)</b>	<b>All Councillors (as Trustees)</b>
Learmonth Cemetery	<b>All Councillors (as Trustees)</b>	<b>All Councillors (as Trustees)</b>	<b>All Councillors (as Trustees)</b>	<b>All Councillors (as Trustees)</b>
Municipal Emergency Management Planning Committee	<b>Cr Tillett</b>	<b>Cr Tillett</b>	<b>Cr Harris</b>	<b>Cr Harris</b>
Municipal Fire Management Planning Committee	<b>Cr Tillett</b>	<b>Cr Tillett</b>		

**PORTFOLIOS**

<b>Portfolio Team</b>	<b>2019 Councillor Representative</b>	<b>2020 Councillor Representative</b>
Infrastructure and Environment - Sustainability	Cr Tillett Cr Taylor Cr Harris	Cr Tillett Cr Taylor Cr Harris
Development and Planning - Prosperity	Mayor of the day Cr Moloney Cr Rinaldi	Cr Samantha McIntosh Cr Daniel Moloney Cr Jim Rinaldi
Community Development - Liveability	Cr Coates Cr Hudson Cr Johnson	Cr Coates Cr Hudson Cr Johnson
Finance	Cr Tillett Cr Rinaldi Cr Harris Cr Coates Cr Moloney	Cr Tillett Cr Rinaldi Cr Harris Cr Coates Cr Moloney

**10.9. 2020 COUNCIL MEETING SCHEDULE**

**Division:** Innovation and Organisational Improvement  
**Director:** Cameron Cahill  
**Author/Position:** Natalie Robertson – Acting Director Innovation and Organisational Improvement

**OFFICER RECOMMENDATION**

**Council resolves to:**

**1. Hold Meetings of Council on the following dates:**

- 29 January 2020
- 19 February 2020
- 11 March 2020
- 1 April 2020
- 22 April 2020
- 6 May 2020 (Special Meeting) to put Budget to community consultation
- 27 May 2020
- 17 June 2020 (Special Meeting) to adopt the Budget
- 24 June 2020
- 22 July 2020
- 12 August 2020
- 2 September 2020
- 23 September 2020
- 9 November 2020 (Statutory Meeting) to swear in Councillors and Elect Mayor
- 26 November 2020
- 9 December 2020 (Special Meeting) to consider Code of Conduct
- 16 December 2020

**2. Publicise the schedule of Council meetings on the City of Ballarat website.****3. Inform the public of the Council meetings for 2020 in myBallarat magazine and the Ballarat Times News Group newspaper.****EXECUTIVE SUMMARY**

It is proposed that the following Ordinary Council Meeting dates for 2020 be adopted.

The dates are based on Council Meetings being held on a three weekly rolling cycle, providing for 13 Ordinary Council Meetings within the year. It is also proposed to hold two Special Council Meetings to facilitate the adoption of the 2020/2021 Budget. In addition, as 2020 is a local government general election year with the general election to be held on 24 October 2020, meetings have not been scheduled during the Election Caretaker period.

- 29 January 2020
  - 19 February 2020
  - 11 March 2020
  - 1 April 2020
-

- 22 April 2020
- 6 May 2020 (Special Meeting) to put Budget to community consultation
- 27 May 2020
- 17 June 2020 (Special Meeting) to adopt the Budget
- 24 June 2020
- 22 July 2020
- 12 August 2020
- 2 September 2020
- 23 September 2020
- 9 November 2020 (Statutory Meeting) to swear in Councillors and Elect Mayor
- 26 November 2020
- 9 December 2020 (Special Meeting) to consider Code of Conduct
- 16 December 2020

## RATIONALE

Each year Council must endorse a schedule for Council meetings. This schedule is then advertised to the public in Ballarat Times News Group newspaper, myBallarat and the City of Ballarat’s website. Unless section 89(2) of the *Local Government Act 1989* applies, any meeting of a Council is open to the public who are welcome to sit in the public gallery.

The flexibility remains for the calling of Special Council meetings if the need arises at the discretion of the Mayor or three or more Councillors as per section 84 of the Act. Pursuant to Meeting Procedure Local Law 2018, Council may also consider urgent business if a matter arises since the distribution of the Agenda and cannot safely or reasonably be deferred until the next Ordinary Meeting.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- City of Ballarat Council Plan 2017 – 2021;
- *Local Government Act 1989*; and
- Meeting Procedure Local Law 2018

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	Yes
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	No	No
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	No	No

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

**Social/Cultural** – The advertising of meeting dates encourages attendance at meetings, public participation in the democratic process and involvement in the administration of Council activities.

The community is able to attend Council meetings, ask questions and make representations on agenda items that encourage the community entitlement to participate in public life. Council Meetings are also broadcast.

**Risk Management** – The Act states under section 89(4) unless subsection (4A) applies, a Council must give public notice at least seven days before the holding of:

- a) An Ordinary Council meeting; or
- b) A Special Council meeting; or
- c) A meeting of a Special Committee comprised solely of Councillors.

In addition, pursuant to section 82A(2)(a) of the Act, Council must ensure that public notice of any Council meetings is also published on Council's website.

Furthermore, to ensure compliance with Council's Meeting Procedure Local Law 2018, section 14.1 states Council may change the date, time and place of any Ordinary meeting which has been fixed and must provide reasonable notice of the change to the public.

**Implementation and Marketing** – The Council meeting schedule will be advertised on the City of Ballarat website, myBallarat and in the Ballarat Times News Group newspaper.

## **CONSULTATION**

Council will provide the public with balanced and objective information to assist in understanding the problem, alternatives, opportunities and/or solutions via the Council Agenda, advertisements and on the Council website.

## **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **REFERENCE DOCUMENTS**

Nil

## **ATTACHMENTS**

Nil

**10.10. S11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION (PLANNING AND ENVIRONMENT ACT 1987)**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Sarah Anstis - Administration Officer Statutory Compliance

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Revoke the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Karl Sass (R45/17) effective as at 11 December 2019.**
- 2. Revoke the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Amy Boyd (R60/18) effective as at 11 December 2019.**
- 3. Endorse the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Peter Jones, effective as at 11 December 2019.**
- 4. Endorse the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Rebekah Isaacs, effective as at 11 December 2019.**
- 5. Endorse the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Steven Van Orsouw, effective as at 11 December 2019.**
- 6. Sign and affix Council's Common Seal to the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*).**

**EXECUTIVE SUMMARY**

The purpose of this report is to enable Council to revoke the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Karl Sass and Amy Boyd.

This report is also to endorse the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Peter Jones, Rebekah Isaacs and Steven Van Orsouw.

**RATIONALE**

At the Council Meeting held on 8 February 2017 Council resolved R45/17 to endorse the authorisation of Karl Sass under the *Planning and Environment Act 1987*. Karl Sass is no longer in the role of Strategic Planner and the authorisation requires revocation by Council resolution, to be effective as at 11 December 2019.

At the Council Meeting held on 14 March 2018 Council resolved R68/18 to endorse the authorisation of Amy Boyd under the *Planning and Environment Act 1987*. Amy Boyd is no longer in the role of Executive Manager Regulatory Services and the authorisation requires revocation by Council resolution, to be effective as at 11 December 2019.

Peter Jones and Rebekah Isaacs hold the position of Compliance Officer and the *Planning and Environment Act 1987* requires Council to endorse the authorisation for the Officers to undertake duties authorised by Council, to be effective as at 11 December 2019.

Steven Van Orsouw is seconded into the position Executive Manager Regulatory Services and the *Planning and Environment Act 1987* requires Council to endorse the authorisation for the Officers to undertake duties authorised by Council, to be effective as at 11 December 2019.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*;
- *Planning and Environment Act 1987*; and
- City of Ballarat Council Plan 2017-2021.

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	No	No
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	No	No
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	Yes	Yes

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

**Risk Management** - It is essential that Council's authorisations are constantly maintained and periodically monitored so that appropriate Officers have the power to carry out their duties lawfully. This is a key component in Council meetings, through its legislative compliance obligations.

**Evaluation and Review** - Council's authorisations are reviewed and updated upon changes to the role of a Council Officer, legislative changes and at cessation of employment.

## CONSULTATION

There has been consultation with relevant Council Officers to ensure the correct legislation has been adhered to.

## OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this report.

## REFERENCE DOCUMENTS

- 8 February 2017 Council minutes.
- 14 March 2018 Council minutes.

## ATTACHMENTS

1. S11A Peter Jones [**10.10.1** - 2 pages]
2. S11A Rebekah Isaacs [**10.10.2** - 2 pages]
3. S11A Steven Van Orsouw [**10.10.3** - 2 pages]



*S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)*

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
for Peter Jones**

***(Planning and Environment Act 1987 only)***



**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Peter Jones**

**By this instrument of appointment and authorisation Ballarat City/Shire Council -**

- 1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be **an** authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under s 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

Date:

**The Common Seal of Ballarat City Council** )  
was affixed by authority of the Council in the )  
presence of: )

..... Mayor/Councillor

..... Councillor

..... Chief Executive Officer



*S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)*

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
for Rebekah Isaacs**

***(Planning and Environment Act 1987 only)***



**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Rebekah Isaacs**

**By this instrument of appointment and authorisation Ballarat City/Shire Council -**

- 1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be **an** authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under s 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

Date:

**The Common Seal of Ballarat City Council** )  
was affixed by authority of the Council in the )  
presence of: )

..... Mayor/Councillor

..... Councillor

..... Chief Executive Officer



*S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)*

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
for Steven Van Orsouw**

***(Planning and Environment Act 1987 only)***



**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Steven Van Orsouw**

**By this instrument of appointment and authorisation Ballarat City/Shire Council -**

- 1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be **an** authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under s 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

Date:

**The Common Seal of Ballarat City Council** )  
was affixed by authority of the Council in the )  
presence of: )

..... Mayor/Councillor

..... Councillor

..... Chief Executive Officer

## **10.11. OUTSTANDING QUESTION TIME ITEMS**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Sarah Anstis - Administration Officer Statutory Compliance

### **OFFICER RECOMMENDATION**

**That Council endorses the Outstanding Question Time report.**

### **EXECUTIVE SUMMARY**

This report provides Council with an update of response to questions taken on notice and outstanding unanswered questions from Council Question Time.

### **RATIONALE**

The City of Ballarat Meeting Procedure Local Law calls for a standard agenda item at each Council Meeting that reflects unanswered questions from Public Question Time.

### **LEGISLATION, COUNCIL PLAN, STRATEGY AND POLICY IMPLICATIONS**

- Meeting Procedure Local Law

### **OFFICERS DECLARATION OF INTERESTS**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this report.

### **ATTACHMENTS**

1. Outstanding Question Time Items [**10.11.1** - 1 page]
2. QT29/19 - Mr Robert Toogood [**10.11.2** - 2 pages]
3. QT30/19 - Mr Frank Williams [**10.11.3** - 3 pages]

### Outstanding Question Time Items

Meeting	Status	Requested	Question	Officer Responsible	Response
20/11/2019	Closed	QT29/19 Mr Robert Toogood	Mr Toogood's question related to a petition that was put to Council on 21 August 2019 Council meeting about parking in Sussex street. Council resolved to receive the petition and be referred to the Chief Executive Officer for consideration. Mr Toogood asked for a response and if anything is happening with the petition?	Mr Terry Demeo, Director Infrastructure and Environment	Mr Terry Demeo provided a written response to Mr Toogood (see attached)
20/11/2019	Closed	QT31/19 Mr Frank Williams	Mr Williams asked if the new road will have traffic management as Heinz Lane has limited entrance from the railway.	Mr Terry Demeo, Director Infrastructure and Environment	Mr Terry Demeo provided a written response to Mr Williams (see attached)
20/11/2019	Open	QT35/19 Ms Lorice Jenkin	Ms Jenkin asked when driving into carpark from Greville / Little Channel Street it is very difficult to see if anything is coming.	Mr Terry Demeo, Director Infrastructure and Environment	Taken on notice.

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Date: 29 November 2019  
Our Ref: TD:as:bk  
Your Ref: D-19-122928, QT29/19  
Enquiries: (61) 03 5320 5500  
Email: info@ballarat.vic.gov.au

Mr Robert Toogood



Dear Mr Toogood

**RE: PETITION – PARKING IN SUSSEX STREET, BALLARAT CENTRAL**

Thank you for your petition received by Council on 13 August 2019 regarding parking in Sussex Street, Ballarat Central and your question in relation to this asked at the Council meeting held on Wednesday, 20 November 2019. This has been forwarded to me for my attention and response.

Council pursuant to the provisions of the *Local Government Act 1989* tabled your petition on 21 August 2019 Ordinary Council Meeting Agenda.

**"RECOMMENDATION**

Council resolves:

1. That the petition be received; and
2. That the petition be referred to the Chief Executive Officer for consideration and response.

Council's Smarter Parking Team have held a number of conversations relating to this and has determined to move forward as per the following approach.

The City will apply the exact same rationale as other residential streets adjacent to commercial operations, which is to provide a mix of both time restricted and all-day parking within a residential street (see attached plan). As part of this Council will introduce residential parking permits for residents within the street, therefore allowing residents to park in time restricted areas as long as a residential permit is displayed.

This will allow for residents to park in reasonably close proximity to their property while at the same time allowing for longer parking for visitors to the area.

Under the Residential Parking Permit scheme, each household is entitled to one permit as of right, with applications for subsequent permits assessed against a criteria, one of which is the ability for off street parking.

2.

As I mentioned, this is the same criteria that Council has applied to all streets as per the resolution of Council at its February 2019 meeting.

I would expect this to be completed as soon as practicable for Council staff to erect the signs.

If you wish to speak further in relation to the matter, please call me directly on [REDACTED]

Yours sincerely



Terry Demeo  
Director Infrastructure and Environment

CC: Mayor and Councillors  
CEO, Justine Linley  
Agenda Preparation  
Civic Support

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Date: 22 November 2019  
Our Ref: TD:nr:bk  
Your Ref: Public Question QT30/19  
Enquiries: (61) 03 5320 5500  
Email: info@ballarat.vic.gov.au

Mr Frank Williams  
[REDACTED]

Dear Mr Williams

**RE: QUESTION ASKED AT COUNCIL MEETING HELD 20 NOVEMBER 2019**

*“Mr Williams asked about the new subdivision at Midlands Golf Range and Heinz Lane and the drainage and subdivision. Mr Williams asked where the underground drains go in the subdivisions with the low nature of land.”*

I write in response to your enquiry above raised at Question Time at the Ordinary Meeting of Council held Wednesday 20 November 2019 regarding the proposed new road and impact of traffic to Heinz Lane as a result of the proposed Planning Application PLP/2019/546. A copy of the proposed subdivision is attached for your information.

A traffic assessment submitted as part of the planning application proposal assessed traffic implications of the future development of the entire site incorporating approximately 105 lots.

**Traffic Generation**

The site's development is expected to generate traffic movements during the AM peak hour, PM peak hour and daily time periods in the order of 80, 100 and 920 vehicle movements, respectively.

**Traffic Distribution**

The direction in which vehicles travel to and from the site is influenced by a variety of factors including the site's location, configuration of access intersections, characteristics of the surrounding road network and trip purpose. After reviewing these factors, it has been assumed for analytical purposes that an 80% majority of development traffic will travel to / from the nearby Creswick Road roundabout.

**Traffic Volume Increase**

Based on the assessments above, the proposed development is anticipated to generate additional traffic movements along Heinz Lane of 735 vpd and 185 vpd, west and east of the site, respectively.

The proposed development will provide a more convenient roadway connection between Heinz Lane (west) and the existing residential neighbourhood north of the Midlands Golf Club. Accordingly, a redistribution of existing traffic to / from these areas is anticipated post development. A total of ~270 lots are located within Invermay Park north of the Midlands Golf Club boundary. Assuming 40% of traffic activity to / from this area modify existing travel patterns and use the proposed new access intersection to Heinz Lane, the resultant traffic increase along the site access road is equivalent to the traffic generated by the 105 lots proposed. An equivalent reduction to through movements along Heinz Lane would also be anticipated.

### Ability of Nearby Road Network to Absorb Development Traffic

The Planning Scheme provides some guidance around traffic volume amenity considerations by specifying indicative maximum traffic volumes applicable to the planning and design of new roads within residential subdivisions. Maximum volumes of up to 3,000 vpd for Access Roads and 7,000 vpd for Connector Roads are specified.

The traffic generation analysis above anticipated that the new site access roadway will carry a post development traffic volume in the order of 1,850 near Heinz Lane. As this traffic disperses throughout the site, lower traffic volumes on other development roads are anticipated. Bogong Avenue carries an existing daily traffic volume of 1,100 vpd near Slaty Creek Drive. It is likely that lower traffic volumes are experienced at westerly locations along Bogong Avenue. Given the proposed development will incorporate an extension of Bogong Avenue, and in turn provide a more convenient roadway connection to Heinz Lane west, traffic volumes in the western end of Bogong Avenue will increase post development. Volumes in the order of 1,000 vpd along the length of Bogong Avenue are anticipated post development as traffic redistributions occur. It is clear that post development traffic volumes along Access Roads within the proposed development and along Bogong Avenue will be well below Planning Scheme defined Indicative Maximums.

### Site Access Intersection Capacity Analysis

Capacity analysis of the Heinz Lane / site access road intersection has been undertaken using Sidra Intersection software<sup>4</sup>. A regularly used performance measure is the degree of saturation (DOS) which is the ratio of arrival traffic volumes to capacity. DOS values above 0.9 are typically considered poor performance while values less than 0.6 are typically considered excellent performance.

The sidra analysis assumes a T intersection layout with a single approach and departure lane in each direction. Under post development traffic volume conditions, the AM and PM peak hour DOS is in the order of 0.15 and average vehicle delays are in the order of 2.5 seconds. Accordingly, the intersection is expected to have ample capacity to cater for future traffic volumes. In relation to sight distance at this intersection, the assessment undertaken has concluded that this is satisfactory for the anticipated traffic volumes and intersection operation generally.

### Site Access Intersection Layout

Given that turning traffic from Heinz Lane will be predominately left turning from the west, carriageway widening to provide a short left turn lane treatment accommodating these movements is recommended given its road safety and vehicle delay benefits at relatively low cost.

Figure 4.3 Concept Sketch of Left Turn Deceleration Lane for Site Access Intersection



3.

Given all of the above, it is expected that development traffic can be absorbed by the local road network without significant impact to efficient traffic flow.

Should you have any queries or wish to discuss further please phone me directly on [REDACTED]  
[REDACTED]

Yours sincerely



Terry Demeo  
Director Infrastructure and Environment

CC: Mayor and Councillors

## **11. NOTICE OF MOTION**

Nil

## **12. URGENT BUSINESS**

## **13. SECTION 89 (IN CAMERA)**

### **13.1. APPOINTMENTS TO AUDIT ADVISORY COMMITTEE**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Lorraine Sendall - Executive Assistant, Director Business Services

(Any other matter which the Council or Special Committee considers would prejudice the Council)

### **13.2. AUSTRALIA DAY AWARDS**

**Division:** Innovation and Organisational Improvement  
**Director:** Cameron Cahill  
**Author/Position:** Clare O'Connor - Coordinator Civic Support

(Any other matter which the Council or Special Committee considers would prejudice the Council)

### **13.3. TENDER 2019/20-106 CHERRY FLAT ROAD**

**Division:** Infrastructure and Environment  
**Director:** Terry Demeo  
**Author/Position:** Robin Hand – Contracts Administration Officer

(contractual matters)

### **13.4. GRANT PRIORITIES - STATE AND FEDERAL**

**Division:** Development and Planning  
**Director:** Angelique Lush  
**Author/Position:** Phillip Barnett – Strategic Grants Officer

(contractual matters)

## **14. CLOSE**