

# **Council Meeting**

## **Agenda**

**24 March 2021 at 6:30pm**

**Council Chamber, Town Hall, Sturt Street,  
Ballarat**





The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

This meeting is being broadcast live on the internet and the recording of this meeting will be published on council's website [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au) in the days following the meeting.

Although every effort has been made to protect the privacy of the public, members of the public attending this meeting may be filmed. By remaining in the public gallery once the meeting commences, members of the public give their consent to being filmed, and for the recording of them to be made publicly available and used by council.

Information about broadcasting and publishing recordings of council meetings is available in council's Live Broadcasting and Recording of Council Meetings Procedure which is available on the council's website.

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**The next Meeting of the Ballarat City Council will be held on Wednesday 28 April 2021.**

## **1. OPENING DECLARATION**

**Councillors:** *"We, the Councillors of the City of Ballarat, declare that we will carry out our duties in the best interests of the community, and through collective leadership will maintain the highest standards of good governance."*

**Mayor:** *"I respectfully acknowledge the Wadawurrung and Dja Dja Wurrung People, the traditional custodians of the land, and I would like to welcome members of the public in the gallery."*

## **2. APOLOGIES FOR ABSENCE**

## **3. DISCLOSURE OF INTEREST**

## **4. MATTERS ARISING FROM THE MINUTES**

## 5. CONFIRMATION OF MINUTES

## 6. PUBLIC QUESTION TIME

Note – all public representations will be heard before each item on the agenda.

### QUESTION TIME

- Question time has been altered for the City of Ballarat's 24 March 2021 Council meeting due to the COVID-19 restrictions.
- To ensure the public can still participate in question time, they are asked to now submit their questions in writing.
- However, no person may submit more than two questions at the 24 March 2021 meeting.
- The questions must be in English, must be 75 words or less and not include a preamble, other additional material, or multiple parts.
  - Questions must be submitted via email to [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) by no later than 4:30pm on the day of the Council meeting; or
  - If you do wish to attend the meeting in person to ask your question, please contact [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) to make arrangements which align with COVID-19 restrictions.
- Question Time will be for a period of 30 minutes.
- A question may be disallowed if the chair determines that it:
  - Relates to a matter outside of Council's responsibility;
  - Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
  - Deals with a subject matter already answered;
  - Is aimed at embarrassing a Councillor or a member of Council Staff;
  - Contains Confidential information; or
  - Security reasons.
- A Councillor or the Chief Executive Officer or their delegate may require a question to be taken on notice. If a question is taken on notice, the answer to it must be incorporated in the minutes of Council and a written copy of the answer sent to the person who asked the question.
- A Councillor or the Chief Executive Officer may advise Council that an answer should be given in a meeting closed to members of the public and explain the reason why.

### PUBLIC SUBMISSIONS

- Due to COVID-19 restrictions around public gatherings the following has been put in place.
- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
  - Submissions must be submitted in writing to [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) by no later than 4.30pm on the day of Council meeting; and limited to no more than 200 words that will be read out by the Chief Executive Officer or nominated delegate at the meeting prior to the matter being considered by Council; or
  - If you do wish to attend the meeting in person to make your submission, please contact [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) to make arrangements which align with COVID-19 restrictions.

## 7. CHIEF EXECUTIVE OFFICER REPORT

### 7.1. CHIEF EXECUTIVE OFFICER REPORT

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Evan King – Chief Executive Officer

#### PURPOSE

1. The CEO's Operational Report highlights issues and outcomes affecting the organisation's performance as it delivers services and implements the Council's strategies and policy decisions.

#### BACKGROUND

2. The Council of the City of Ballarat is responsible for setting the municipality's strategic direction. The CEO of the City of Ballarat is the sole employee of the Council and is responsible for establishing the organisational structure and resource allocation to achieve the objectives set by the Council. This operational report provides greater detail about organisational activities and issues involved with service delivery.

#### KEY MATTERS

##### Key achievements, projects and events delivered

3. Australian Ex-Prisoners of War Memorial service delivered online  
The 17th annual commemorative service at the Ex-Prisoners of War Memorial, Ballarat Botanical Gardens on February 14 was delivered as a virtual event. The City of Ballarat in partnership with the Memorial Trustees arranged the online event to protect the health of the remaining POWs who are aged in their 90s and early 100s. The virtual event was broadcast on the memorial's website.
4. Cycling Road Nationals  
Ballarat hosted the AusCycling 2021 Federation University Road National Championships in February. The City of Ballarat has nurtured a long and successful partnership with AusCycling to enhance our reputation as a cycling city and to deliver a world-class event each year. The City of Ballarat worked closely with AusCycling, Federation University and the Department of Health and Human Services to ensure the event was conducted in a COVID-safe environment for riders, spectators and event workers.
5. New format Ballarat Begonia Festival launched  
Ballarat Begonia Festival was launched in February with a new format delivered over multiple sites, centred on the Ballarat CBD. The new format provided the community with more opportunities to attend, spread crowds over a larger footprint and delivered event content in a way that provides greater benefit for local business.
6. Capital works program rolling out  
Work is continuing on Council's largest ever investment in capital works. Some \$16.5m of Council's total capital works budget is focused on roads, footpaths and drainage. This represents a 46 percent increase for the new financial year for roadworks and

maintenance, mostly as a result of government funding. The program of works includes 13 projects already delivered, four projects underway and eight ready to start. The work is a key measure to provide economic stimulus to the Ballarat economy and to support local jobs following the impacts of COVID -19.

7. Victoria's First Seniors Exercise Park

Ballarat's older adults will now be able to enjoy greater outdoor physical activity following the launch of regional Victoria's first Seniors Exercise Park. Situated at Mt Pleasant Reserve, the exercise park allows older adults to engage in physical programs as they also enjoy social interaction with others and is an important part of Council's vision to become an age-friendly community. The City of Ballarat partnered with the National Ageing Research Institute to install the innovative site.

**Ongoing community consultation**

8. Ballarat: Our Future

Ballarat: Our Future, a city-wide community conversation to help shape the future of Ballarat, was launched in February. Residents and community groups were invited to share their ideas via online surveys, face to face events and a special day of a thousand conversations. Feedback gathered through Ballarat: Our Future will inform key council planning documents including a Community Vision, the 2021-2025 Council Plan, future council budgets, and the Municipal Public Health and Wellbeing Plan.

9. Ballarat outdoor dining feedback

In January, the City of Ballarat introduced outdoor dining hubs in the central business district, with funding from the Victorian Government's 'Local Councils Outdoor Eating and Entertainment Package'. The initiative was designed to expand the available area for outdoor dining in areas where there are clusters of food based businesses and provide support to food based businesses who have been impacted by the pandemic restrictions. Feedback from hub users was sought last month to inform the city's approach to outdoor dining.

10. Buninyong streetscape concept plans

Feedback was sought last month and early March on concept plans for upgrades to the Buninyong Streetscape Project. The project is aimed at creating transport and pedestrian improvements in Buninyong and rejuvenating the town centre through additional community areas, greenery, artwork and outdoor dining environments.

**OFFICER RECOMMENDATION**

**11. That Council:**

**11.1 Receive and note the CEO's Operational Report.**

**ATTACHMENTS**

1. Governance Review [7.1.1 - 1 page]

#### **ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Chief Executive Officers report is line with Council's commitment to transparent decision making as expressed in the Council Plan.

#### **COMMUNITY IMPACT**

2. The report is part of Council's commitment to ensuring the community is informed about key projects and initiatives delivered and ongoing, and community consultation being undertaken by the City of Ballarat.

#### **CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. No climate emergency and environmental sustainability implications have arisen from the preparation of this report.

#### **ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. No additional economic sustainability implications have arisen from the preparation of this report.

#### **FINANCIAL IMPLICATIONS**

5. No additional financial implications have arisen from the preparation of this report.

#### **LEGAL AND RISK CONSIDERATIONS**

6. It is considered there are no legal and risk considerations associated with this report.

#### **HUMAN RIGHTS CONSIDERATIONS**

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

#### **COMMUNITY CONSULTATION AND ENGAGEMENT**

8. The Chief Executive Officer's Operational Report formal community engagement and consultation processes, both online and in person, which the City of Ballarat is currently undertaking in relation to its plans and operations.

#### **CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

9. Council Officers affirm that no general or material interests need to be declared in relation to the matter of this report.

## 8. OFFICER REPORTS

### 8.1. ZERO CARBON EMISSIONS PLAN

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Louise Turner – Executive Manager Environment

#### PURPOSE

1. To provide an update on development of a community-wide net-zero emissions target for the City of Ballarat, enabling delivery of Action 5.4a of the City of Ballarat's *Carbon Neutrality and 100% Renewables Action Plan*. The net-zero emissions target is proposed to be developed with the support of the Regional Sustainability Alliance of Ballarat (RSAB).

#### BACKGROUND

2. This paper responds to a request from Cr Coates at the council meeting on 2 December 2020. Cr Coates requested 'a briefing on the potential for City of Ballarat leadership and support on a net-zero emissions for the whole of City community target.'
3. During the 21 November 2018 council meeting Council acknowledged the Climate Emergency and the need for urgent action by all levels of government, including local councils, to reduce carbon emissions. The City of Ballarat's *Carbon Neutrality and 100% Renewables Action Plan* (the *Action Plan*) was subsequently developed and adopted by Council in 2019. The *Action Plan* contains almost 60 actions to reduce the City of Ballarat's corporate greenhouse gas (GHG) emissions while also providing community support to achieve carbon emission reductions.
4. Pursuing net-zero GHG emissions for the whole of community will help fulfil Action 5.4a of the *Action Plan* in the setting and monitoring progress of aspirational targets for whole of the city. It will also contribute to achieving the Grampians Regional Roadmap to Net Zero Emissions and Victoria's legislated long-term target of net zero GHG emissions by 2050. Globally, it will support the commitment by over 70 countries in producing net zero emissions by 2050 under the Paris Agreement. In Victoria, several local councils have adopted community-level zero carbon emissions target including Moreland in 2014 (zero net carbon emissions across community by 2020), Geelong in 2018 (carbon neutral city-region by 2047) and Wyndham in 2018 (zero net GHG emissions from electricity use in municipality by 2040).
5. Setting and achieving net-zero GHG emissions targets will not only result in environmental benefits but will also enable a transition to a low carbon economy that empowers communities and builds a more sustainable and prosperous municipality. With significant potential in renewable energy, in particular, Ballarat is well positioned to attract new investment and new industries with new opportunities for jobs and greater security of energy supply, moving towards a net zero emissions economy. As the level of government closest to the community, Council can galvanise and influence actions by different community stakeholders to reduce their emissions.

6. The Zero Carbon Communities Guide<sup>1</sup> published by Beyond Zero Emissions (BZE) provides guidance on the setting of community-wide targets and progressing towards a zero-carbon community. The first phase is the development phase involving community engagement, development of community emissions profiles and science-based targets, and emissions reduction plans and strategies. The second phase is the implementation phase involving investment, monitoring and evaluation, and communication and dissemination. The discussion below focuses on several key steps of developing the plan towards a community-wide net zero GHG emission target.

## KEY MATTERS

7. The important aspect towards achieving net-zero emissions is forming a core team around which the zero carbon community could be pursued. Regional Sustainability Alliance of Ballarat (RSAB) has been such a group consisting of stakeholders from council staff, councillors, local businesses and industries, and community groups. The group members comprise capable, passionate and committed individuals that share common sustainability goals. Council provides annual funding to support RSAB activities. Through the secretariat support of the Department of Energy, Land, Water and Planning (DELWP), RSAB has been deliberating a zero net GHG emission plan more actively in 2020. It is proposed that the existing RSAB platform is used for initial community engagement during the development phase of the community-wide net-zero emissions target, where inputs could be solicited and outputs could be disseminated. This approach is supported by RSAB members. Strategies for wider community stakeholder engagement and consultation will be determined.
8. Knowing the community's emissions profile is crucial for understanding the baseline emissions and determining applicable emissions reduction projects. 'Snapshot', the community climate tool developed by BZE and Ironbark Sustainability, provides the initial calculation of the GHG inventory that can be used to track the level of the community's emissions and the performance of emissions reduction strategies over time. Currently the emissions profiles are available for 2 calendar years (2017 and 2018) and 2 financial year (2017/2018 and 2018/2019). BZE and Ironbark Sustainability are still funded by other organisations to prepare and make available the 'Snapshot' in the near future. When it is no longer available, Council will need to update the annual calculation with its own resources, which currently costs \$5,000 annually.
9. The emissions profiles developed in the 'Snapshot' can inform a local emissions target. Ideally, the target should be ambitious, in line with the science, and align with regional, state, national and international policies. Setting a target to reduce emissions will give an indication of the scope and scale of the steps to be taken. Several aspects to be considered include long-term (and interim) target setting, community-wide and/or sectoral-specific target setting, timeframes, and other factors. Target-setting can be discussed and determined in consultation with RSAB, which may be aided by additional expert input at an estimated cost of \$5,000-\$10,000 (proposed to be funded through existing Council budget).
10. Projects or options to reduce emissions that eventually lead to achieving the targets will require development of a collaborative approach with the community. The *Carbon Neutrality and 100% Renewables Action Plan* contains nearly 60 actions for curbing Council's operational emissions and areas of collaboration with the community. There are already relevant initiatives by different community stakeholders and groups. These should be continuously discussed in RSAB engagement.

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<sup>1</sup> <https://bze.org.au/wp-content/uploads/2020/12/BZE-Zero-Carbon-Communities-Guide-v4.pdf>

11. Setting the community net-zero emissions target is only the first part of the development phase. Subsequently, a plan to deliver the identified projects to reduce the community's emissions will be developed. The target will be the basis for determining which sectors and sources of emissions are to be prioritised, and how the work will be done to reduce the emissions. Further briefings to council will be provided after setting of the net-zero emissions target before progressing further.
12. The timeframe to develop the net-zero emission community target will be determined through further consultation with RSAB.
13. The net-zero emission discourse has mainly emerged from bottom-up discussions of the Ballarat community. Achieving official endorsement for the target from Council is a proven step to ensure continuing progress and sustainability in the community.

#### **OFFICER RECOMMENDATION**

**14. That Council:**

- 14.1** Note the process of developing community-wide net-zero emissions, including setting aspirational targets for whole of the city, through the Regional Sustainability Alliance of Ballarat (RSAB) platform, with the City of Ballarat as the lead author. This will help fulfill action 5.4a of the *Carbon Neutrality and 100% Renewables Action Plan*.

#### **ATTACHMENTS**

1. Governance Review [8.1.1 - 2 pages]

### ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report is in alignment with the Carbon Neutrality and 100% Renewables Action Plan and will implement its Action 5.4a.

### COMMUNITY IMPACT

2. Sustainability Victoria's survey in 2017 found that, in Central Highland region, 93% of the community wanted action on climate change from local government and 83% residents were willing to take action on climate change<sup>1</sup>. This report aims to set aspirational targets for the whole of community of the city toward net zero greenhouse gas (GHG) emissions, and to facilitate collective actions by community members in reducing GHG emissions in order to achieve the targets.

### CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. This report is aligned to the Climate Emergency acknowledged by Council in 2018.

### ECONOMIC SUSTAINABILITY IMPLICATIONS

4. Implementing actions to achieve net zero GHG emissions is expected to attract new investment and new industries, with new opportunities for jobs and greater security of energy supply.

### FINANCIAL IMPLICATIONS

5. Resources from the current financial year will be used for procuring expert services, costing \$5,000-\$10,000, in accordance with Council's Procurement Policy.

### LEGAL AND RISK CONSIDERATIONS

6. It is considered that no legal or risk considerations are associated with the report. Implementing a community-wide zero net GHG emission plan would make available and facilitate a wide range of emission reduction options to our community. Ultimately it is up to the community member to engage in the option(s) they feel are right for them.

### HUMAN RIGHTS CONSIDERATIONS

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

### COMMUNITY CONSULTATION AND ENGAGEMENT

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<sup>1</sup> <https://www.sustainability.vic.gov.au/-/media/SV/Publications/About-us/Research/Victorians-perceptions-of-climate-change/CSR-Regional-Report-Central-Highlands.pdf>

8. Initial community consultation and engagement will be carried out through the platform of Regional Sustainability Alliance of Ballarat (RSAB). Approaches for engaging and consulting a wider community stakeholder on the aspirational target will be determined in RSAB discussions.

#### **CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

9. Council Officers affirm that no general or material interests need to be declared in relation to the matter of this report.

## 8.2. COUNCIL PLAN

**Division:** Corporate Services  
**Director:** Sean Portelli  
**Author/Position:** Fiona Henderson – Council Plan Officer

### PURPOSE

1. To present Council's quarterly performance progress update against the Council Plan 2017-2021.
2. To give Councillors and the community confidence Council is on track to meet its published commitments.
3. Regular reporting to Councillors and the community is a key principle of transparency and good governance.

### BACKGROUND

4. In accordance with Section 125 of the *Local Government Act 1989*, Council developed and adopted a four-year Council Plan on 28 June 2017.
5. The plan describes Council's priorities and outcomes for its four-year term and how these will be resourced.
6. The three-month quarterly performance reports, which are published online, offer a progress summary against the four Council Plan goals: Liveability, Prosperity, Sustainability and Accountability.

### KEY MATTERS

7. This report provides the second update for the financial year 2020-21 in relation to the actions taken and progress made to achieve the Council Plan's goals and strategic objectives.
8. The progress report highlights include community partnerships to create healthy and safe community places; and open spaces for passive recreation, including a district level park and community play space at MR Power Park in Sebastopol. Other highlights include a plan for sport participation over coming decades by reviewing strategies, in particular the Ballarat Regional Tennis Strategy.

### OFFICER RECOMMENDATION

#### 9. That Council:

- 9.1 Note the Council Plan 2017-2021 progress report for the second quarter of the 2020-21 financial year.**

### ATTACHMENTS

1. Governance Review [8.2.1 - 1 page]
2. Council Plan - Report Q 2 2020 21 pdf [8.2.2 - 15 pages]

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. Aligns with quarterly Council Plan update report.

**COMMUNITY IMPACT**

2. Increase awareness of Council's activities.
3. Provide a mechanism for transparency.
4. Helps increase community involvement in decision making at Council level.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

5. Climate emergency and environmental sustainability initiatives are included in the Council Plan.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

6. Economic sustainability initiatives are included in the Council Plan.

**FINANCIAL IMPLICATIONS**

7. Funds must be allocated from the 2020-21 budget to implement the Council Plan.

**LEGAL AND RISK CONSIDERATIONS**

8. This quarterly report meets the requirements of the *Local Government Act 1989* regarding the Council Plan and annual reporting.

**HUMAN RIGHTS CONSIDERATIONS**

9. Human rights initiatives are included in the Council Plan.

**COMMUNITY CONSULTATION AND ENGAGEMENT**

10. Community consultation and engagement is undertaken as part of many of these initiatives.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

11. No conflict of interest has arisen in the preparation of this report.



CITY OF BALLARAT  
**COUNCIL PLAN**  
Progress Report, Quarter 2 2020-21





## 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 yet exist.

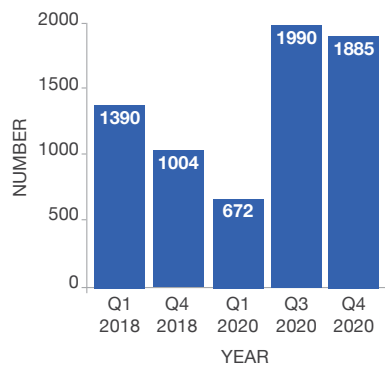
## WHAT WE PLAN TO ACHIEVE

### GOAL: LIVEABILITY

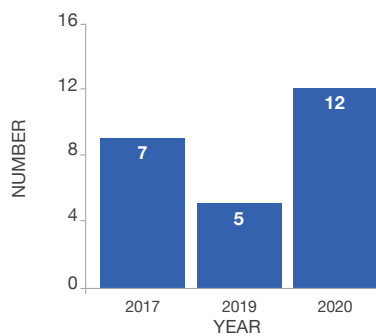
#### Improve our community's quality of life

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

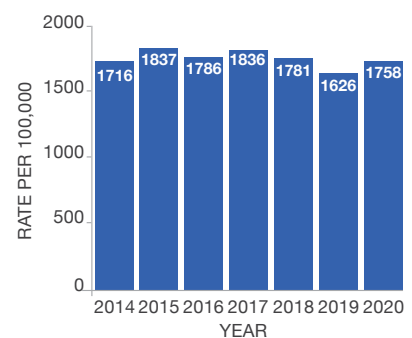
Access statistics for the My Aged Care system



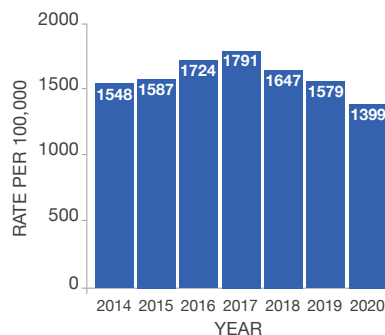
Number of local schools and workplaces registered for the Achievement Program and working towards benchmarks for improved mental health



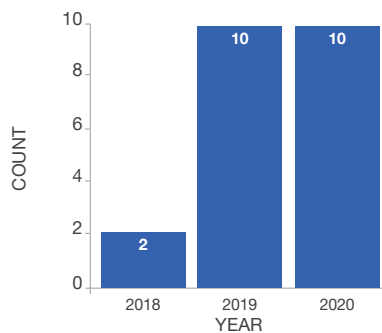
Rates of family violence incidents



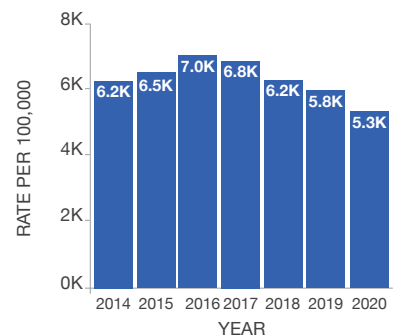
Rates of crime against the person



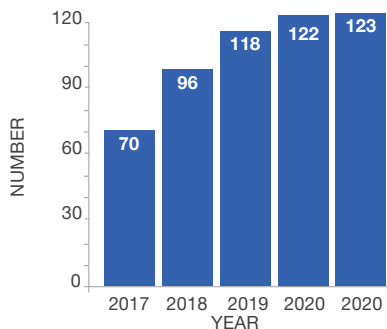
The number of pedestrian and cycling counters in the network collecting information.







Rate of property and deception offences



Number of local organisations which are members of CoRE (Communities of Respect and Equality)










## 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 	Council appointed a new Access and Inclusion Officer following an external service review. The Disability Advisory Committee also met in December discussing the Access and Inclusion Plan's future and identifying priority projects to progress in 2021.
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 progress 	Planning continues following land acquisition.
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 	Intensive stakeholder engagement took place with regard to design work for the new community and sports pavilion. Soccer pitch construction also commenced with drainage works being completed before Christmas.
Develop our senior residents' social capacity 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 	Continued working with BALC on program designs to meet older person needs. Successful in gaining membership to the ENJOY MAP for HEALTH project, a partnership with the National Ageing Research Institute, Monash University and Banyule City Council, to have a Seniors Exercise Park site in Ballarat at Mount Pleasant Recreation Reserve.







## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop a learning city by delivering targeted programs and projects, including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In progress 	<ul style="list-style-type: none"> <li>As part of 'Young Creatives in Business Series' local, young, freelance artists and musicians were provided online marketing training workshops.</li> <li>FReeZA delivery of online music to provide paid performance opportunities to DJ's, streaming their event series via Twitch called DJ Royale.</li> <li>Delivery of Ballarat instalment of IsolAid online music festival curated by two young contractors.</li> </ul>
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 	Successful VicHealth funding application for rollout of 'New Local' program supporting young people to develop food production skills over coming months.
Create a new Municipal Health and Wellbeing Plan and implement key actions, including implementing a Council Food Policy	Food Policy implemented	In progress 	Continue to work collaboratively with CHPCP and other local agencies on a regional Healthy Eating Charter, supporting local organisations to implement the Healthy Choices guidelines. Recent successful VicHealth application will support continued work in this area specifically within environments for young people.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets such as the Wendouree West Recreation Reserve Master Plan, including Forest Rangers Soccer Club soccer pitch and lighting upgrade	Wendouree West Recreation Reserve Master Plan, including Forest Rangers Soccer Club soccer pitch and lighting upgrade project, complete	In progress 	Soccer pitches and lighting components are well advanced. Community consultation continues with regard to youth elements. The PCG continues to develop further detailed new pavilion and community facility plans.
Plan for future growth including: delivering sport and active living outcomes in Ballarat West	Delivering a sport and active living plan for Ballarat's growth in the West	In progress 	The new electronic scoreboard has commenced. The PCG has endorsed new cricket net and new pavilion concept plans. The next stage is tender documentation development for the building procurement process. The PCG continues to meet regularly and consult with stakeholders. The Alfredton Village Green Oval redevelopment is complete. New netball changerooms have also commenced.
Plan for sport participation over coming decades by reviewing the Ballarat Criterion Cycling Project	Ballarat Criterion Cycling Project reviewed	In planning 	A Marty Busch Reserve Master Plan will include consideration of a criterium circuit. Initial design work has been completed that will inform this master plan component.
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 consulted in a broad scale children's consultation in October/November 2020 and the responses will help inform the 2021-2025 Council Plan and other key planning documents.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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 	Included as part of the Gender Equality Action Plan 2021.
Develop the capacity of our youth through a Positive Youth Development model by providing; Learning and development approaches that are effective in achieving successful outcomes for young people.	Learning and development programs delivered	In progress 	<ul style="list-style-type: none"> <li>Youth volunteer programs continued to be delivered in a virtual environment on a weekly basis delivering skill development event planning and management programs.</li> <li>Girl Space and Young Men's programs activities continued online program delivery through lockdown to connect socially and develop new skills.</li> <li>Western Bulldogs Leadership Program was completed and a graduation ceremony completed for 16 participants of the Ballarat program.</li> <li>Planning commenced for 2021 to develop skills and safety of multicultural young people in water environments</li> <li>Delivery of 'Branching Out with a Scientist' series delivered by Youth Council members aimed at developing and increasing environmental issue awareness.</li> </ul>
Develop the capacity of our youth 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.	Learning and development programs delivered	In progress 	<ul style="list-style-type: none"> <li>Involvement of Girl Space and Youth Council representatives in the in the Active Women's network to young women's voices.</li> <li>Ongoing delivery of volunteer Youth Council and FReeZA Programs where young people are at the centre of initiative decision making and planning</li> <li>Planning commenced with Western Bulldogs Community Foundation for 2021 Western Bulldogs Leadership Project</li> <li>Involvement of young people in the community engagement infrastructure projects - Alfredton BMX pump track and Wendouree West Recreation Reserve upgrades</li> <li>Involvement of young people in Youth Affairs Council of Victoria consultative sessions to contribute their ideas, thoughts and experiences into the Victorian Youth Strategy development.</li> </ul>

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop the capacity of our youth 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>Ongoing delivery of volunteer programs, Youth Council and FReeZA Program, where young people are at the centre of decision making and planning of their initiatives</li> <li>Recruitment process for 2020 volunteer programs commenced for both Youth Council and FReeZA programs.</li> <li>Planning undertaken and recruitment commenced for 2021 Western Bulldogs Leadership Program</li> </ul>
Develop the capacity of our youth through a Positive Youth Development model by providing; Partnerships and social networks that connect youth to community planning, programs and initiatives.	Youth volunteering opportunities provided	In progress 	<ul style="list-style-type: none"> <li>Ongoing delivery of volunteer Youth Council and FReeZA programs</li> <li>Recruitment process for 2020 Youth Council and FReeZA programs.</li> <li>Planning undertaken and recruitment commenced for 2021 Western Bulldogs Leadership Program</li> </ul>
Develop the capacity of our youth 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>Keep Victoria Beautiful finalists– Sustainable Cities Awards Ceremony for Girl Space – Fundraising Market Stalls and Youth Council - Green Wardrobe Programs</li> <li>Regional Victorian Achievement and Leadership Awards finalist for our SONIKA volunteer program delivering the Fully Sick Online Festival during COVID-19 lockdowns.</li> </ul>
An increase in consultation with children	Attendance by children in consultation events or programs	In progress 	Over 130 children were involved in a broad scale children's consultation in October/November 2020 and the responses will help inform the 2021-2025 Council Plan and other key planning documents.



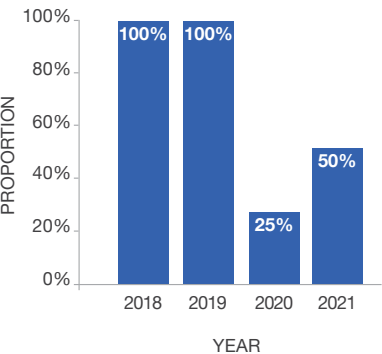
WHAT WE PLAN TO ACHIEVE

GOAL: PROSPERITY

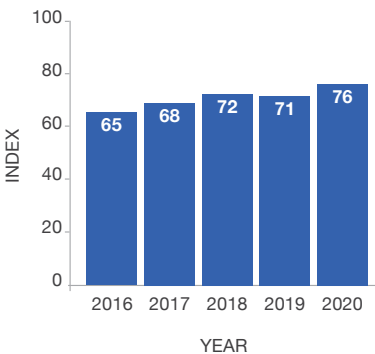
Advance our economic position as the capital of Western Victoria

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

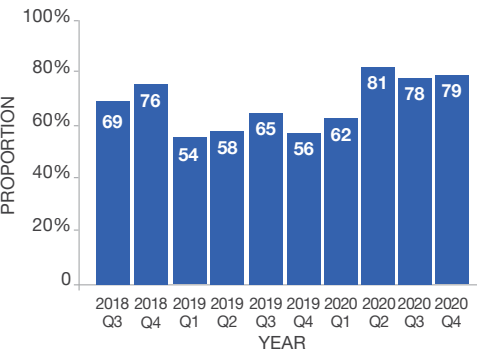
Percentage of programmed major and community events delivered



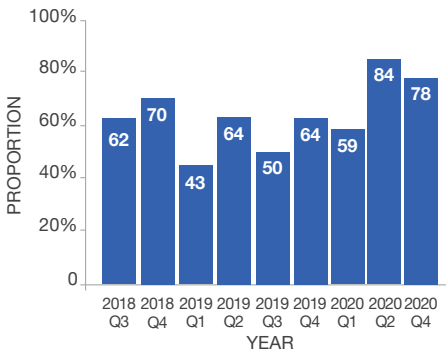
Community survey – Service performance overall










Percentage of planning permit applications decided within 60 calendar days.

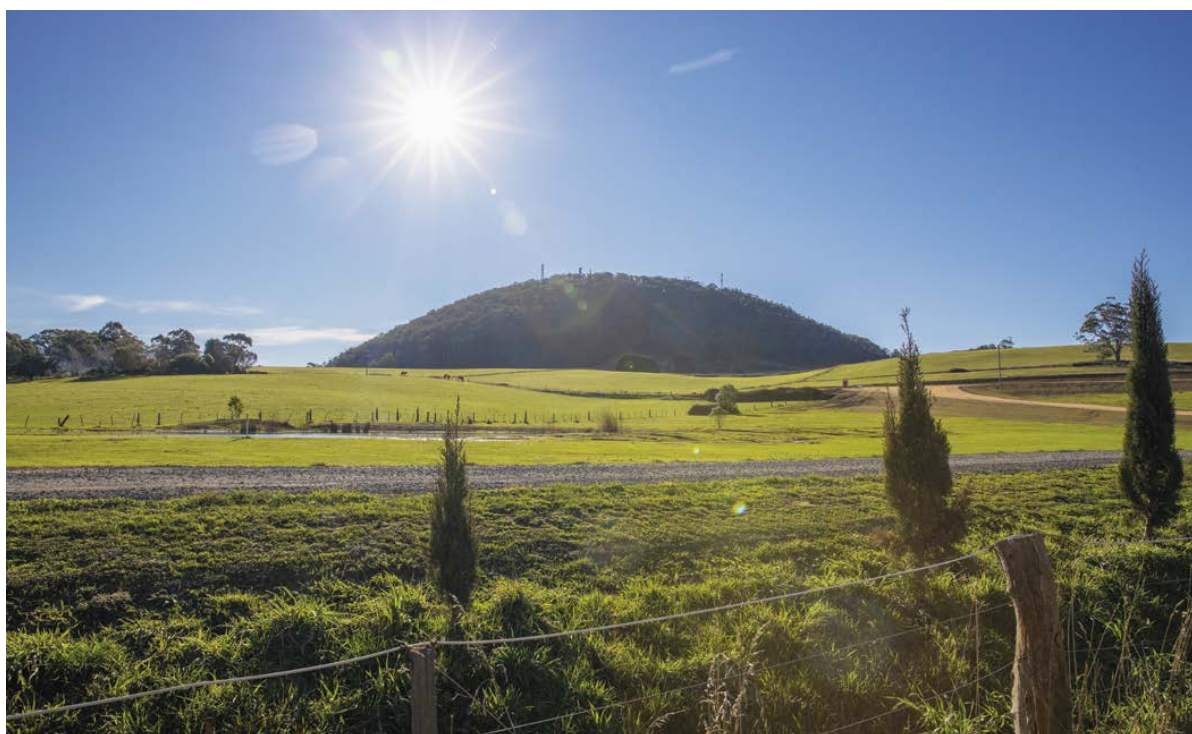


Vic Smart planning applications issued within 10 business days







## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Warrenheip complete	Complete 	Miners Rest, Buninyong and Warrenheip Township Plans adopted by Council
Advance major projects, including Ballarat Freight Hub	Ballarat Freight Hub advanced	In progress 	Funding confirmed. Request for proposal currently out to market.
Advance major projects, including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In planning 	Operating models and funding sources are being explored.
Advance major projects, including Waste to Energy Facility	Waste to Energy Facility advanced	In planning 	Council has delayed progressing a market based EOI process for an energy recovery facility while it awaits the release of the State Government's waste to energy framework.
Advance major projects, including Ballarat Aviation Emergency Services Hub	Ballarat Aviation Emergency Services Hub advanced	Complete 	This project will now fall under the airport options paper and masterplanning
Advance major projects, including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	Council will undertake consultation shortly with the community, relevant landowners and key stakeholders on proposed land uses. Feedback will inform the saleyards site and precinct master plan. A Framework Plan will be presented to Council for adoption.
Advance major projects, including Ballarat Fernery redevelopment	Ballarat Fernery redevelopment advanced	In progress 	Construction remains on schedule



## 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 	Soccer pitch upgrades have commenced. A new disc golf course has been established in Victoria Park. A planning permit application will be made for the new community sports pavilion building. Stakeholder and community consultation has begun.
Develop Ballarat as a leader in adaptive business capability, innovative manufacturing, arts and tourism	Council is represented on a number of industry stakeholder groups and Economic Development Regional Groups	In progress 	Strategic partnerships and funding agreements are in place with Commerce Ballarat, the Bridge Mall Business Association, Ballarat Agricultural and Pastoral Society, Sovereign Hill and Leadership Ballarat and Western Region. Representation on boards and committees include Commerce Ballarat, Bridge Mall Business Association, Ballarat Tech School, Ballarat Business Centre, Australian Industry Group - Ballarat and Wimmera Region, Victorian Goldfields Tourism Executive and the Great Southern Touring Route. Regular engagement also takes place with Committee for Ballarat, Ballarat Regional Tourism, Federation University and TAFE, Regional Development Victoria, Ballarat Group Training and other Central Highlands Economic Development teams.
Develop Ballarat as a digital transformation and ICT leader	Progress of Digital Strategy	In progress 	Ballarat continues to progress as a digital transformation leader across the sector nationally through continued cloud tool implementation. This has included recognition from Microsoft of the internal transformation through back office automation of Council processes.
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 	The annual report, including the statement of financial performance, was prepared and advertised in accordance with section 134 of the Act and Regulation 22 of the Local Government (Planning and Reporting) Regulations 2014. Council at the 16 December 2020 Council meeting resolved to note the Annual Report.










## 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 the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	In progress 	The Ballarat Link Road project remains on the strategic transport agenda but subject to state and federal funding. Preliminary planning for the next Link Road stage between Remembrance Drive and Ballarat Carrngham Road has commenced including the collation of existing documents, concept design planning and cost estimation.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	Major projects include Gong Dam wall, Buninyong upgrade (concept and report stage), Charlesworth Street, Ballarat East Dam wall construction (detail design stage), Mair Street pipe to Yarrowee, Central Geelong (detail design stage), Miners Rest flood mitigation project (investigation stage) and completion of 11 waterways flood studies for Ballarat (completed).
Deliver headline actions from the Ballarat Strategy including: Waste to energy project	Waste to energy project delivered	In planning 	Waste to Energy is part of a broader waste focus given the recycling crisis and a refocus on circular economy outcomes.
Deliver headline actions from the Ballarat Strategy including: Renewable Energy Action Plan initiatives	Renewable Energy Action Plan initiatives delivered	In progress 	Around 60 kilowatt of solar completed/in-progress, street LED contracts endorsed and implementation imminent, and final negotiations in progress with preferred tenderer for 100% renewable energy in partnership with councils from across Victoria.
Deliver headline actions Ballarat Strategy including the beautification of entrances and boulevards	Beautification of entrances and boulevards complete	In progress 	Annual flower bed plantings changed over, specialised Halloween and Christmas displays completed, irrigation and landscaping preparation works commenced in Victoria and Sturt Street.
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 	Continuing to work with the Central Victorian Greenhouse Alliance Action Group. Latest dealings include the investigation of power purchase agreements.
Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders: Catchment management and landcare groups	Catchment management and landcare groups partnerships established	In progress 	Support the Waterwatch Program with Corangamite CMA, and undertake regular water testing at Lake Wendouree. Worked with environmental groups to supply trees and mulch and helped maintain a community nursery. Provide harvested lake weed for residents to use for their gardens.

### 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 	Council's Sustainability Officer, Carbon Neutrality and Waste Water and Energy Officers are attending RSAB meetings, including discussions around community sustainability initiatives and carbon neutrality progress.
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In progress 	Actions under the Carbon Neutrality and 100% Renewables Action Plan are working towards reducing emissions. A council wide climate change adaptation strategy has not been developed.
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In progress 	Council continues to work towards the development of a state-of-the-art animal shelter for Ballarat and region through advocacy and profiling of the existing facility to identify support and funding opportunities.
Increase government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	Increase in Commonwealth funding levels includes Local Road and Community Infrastructure (LRCI) grant in 2020/21 and 2021/22 financial years and Black Spot funded projects resulting in a 40% increase in the Capital Works Program for road construction. This is largely due to COVID-19 stimulus funding.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	No further progress



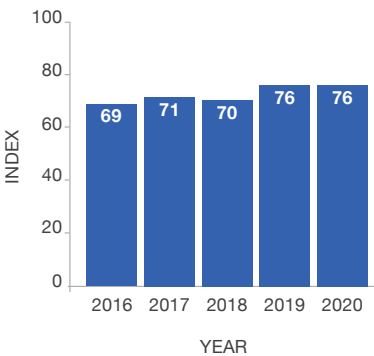
WHAT WE PLAN TO ACHIEVE

GOAL: ACCOUNTABILITY

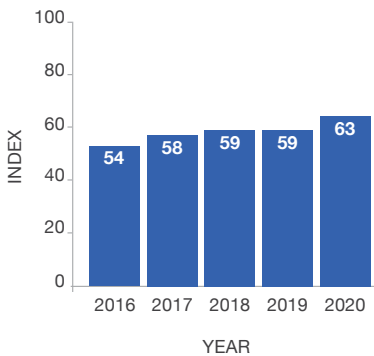
Provide strong and decisive leadership, and transparent governance

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.









Community survey – Customer service rating



Community survey – Community consultation and engagement



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advocate for Ballarat's priorities and enhance the city's reputation as the Western Victoria capital.	Advocacy for Ballarat's priorities undertaken	In progress 	Ongoing
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 continues to provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city.
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	In December Council developed a new draft Community Engagement Policy and placed the document on public exhibition. Other engagement processes during the quarter included the facilitation of the Spotlight on Sebastopol Project, Wendouree Reserve Project stakeholder engagement and a children's engagement survey.
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 	Advocacy for the removal of regulatory burdens from other government tiers undertaken
Implement the Digital Strategy, better use innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	The Digital Strategy continues to be implemented. New digital forms are being rolled out for customers, replacing paper based application forms. These digital forms are available on the City of Ballarat website. Open Data continues to be released via the City of Ballarat Data Exchange.
Investigate and deliver shared local government services within the region	Shared local government services delivered	In progress 	City of Ballarat continues to work with its regional neighbours on opportunities for shared services. This has included shared service provision within ICT, particularly with the Pyrenees Shire.
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Continuous Improvement initiatives continue. This includes introducing CRM technology to improve capturing interactions with citizens, and provide better linkages across Council services.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Lobbying for key projects continues.



### 8.3. BAKERY HILL URBAN RENEWAL PLAN - DESIGN UPDATE

**Division:** Development and Growth  
**Director:** Natalie Robertson  
**Author/Position:** Tim Goddard – Project Manager Bakery Hill

#### PURPOSE

1. To provide information on two Precinct Plans that have been prepared by design consultant - Hassell Ltd for the Bridge Mall Rejuvenation Project in response to a Council Briefing on 27 August 2020. The Precinct Plans note options for a one-way east bound or a one-way west bound traffic flow for Bridge Mall.

#### BACKGROUND

2. Background  
At the 15 May 2019 Council meeting \$15 million was allocated for the rejuvenation of the Bridge Mall and at the October 30, 2019 meeting the *Bakery Hill Urban Renewal Plan* was formally adopted.
3. The *Bakery Hill Urban Renewal Plan 2019* outlined the vision and interventions in order to ensure that the precinct of Bakery Hill, including the Bridge Mall continues to play an important commercial and community role in the CBD. The Plan adopted three key themes:
  - A thriving economy, supporting and engaged and resilient community
  - A community connected to people, place and local destinations
  - A place with a distinctive identity and story to tell.
4. The genesis of the *Bakery Hill Urban Renewal Plan* was that Bakery Hill has been – and is - experiencing a steady decline in retail and commercial activity, measured through a significant increase in vacant shops. There is poor connection east to west and north to south and physical challenges in accessing the Mall. There is an observed underutilisation of the Bridge Street Mall (the commercial core of Bakery Hill) by community and visitors. Poor natural surveillance allows for antisocial behaviour which is increasingly evident, spreading across the precinct to include Curtis St and Little Bridge St.
5. The project aims to derive the following benefits:
  - Increased business confidence and activity as catalysts for accelerated economic, social and cultural growth;
  - Government investments facilitate private sector growth and remove investment barriers; and
  - Creating a point of difference to ensure regional competitiveness.
6. Hassell were selected as the preferred consultant through a competitive process in early 2020 to prepare plans for the renewal of the Bridge Mall Rejuvenation Project
7. Presentations to Council  
The project team and Hassell briefed Council on two occasion in 2020 and 2021. The aim of the briefings was to update Councillors on the project progress and design thinking. At the 14 July 2020 briefing Hassell presented their analysis, design thinking and key findings. The key findings were:

- The introduction of traffic into the Mall should be one-way flow (not two-way) in order to provide adequate space for pedestrians, cyclist, play-space, activation and event spaces and to minimise the impact of vehicle movement through the space on the amenity and function of the precinct;
  - Hassell recommended that the direction of traffic flow should be east bound (towards Melbourne) on the basis that for every \$4 spent in the precinct \$3 is spent by locals and only \$1 is spent by visitors. This gave rise to the notion “that if Locals Love it, Visitors will Love it Too”.
8. At a briefing in August 2020, an overview was provided of the most recent community feedback undertaken on the Bridge Mall renewal project. That consultation was open to everyone in the community – and sought to test community views on the structure of the precinct, including specifically testing views on two-way traffic, one way (east bound or west bound options). Submissions were wide ranging but strongly reinforced the extensive feedback received during the almost 2 year period of preparation of the *Bakery Hill and Bridge Mall Urban Renewal Plan* – that the space needs to be designed to be a pedestrian focused, inviting, safe and activated space.

Specifically, the feedback regarding the various street options put forward was:

- a. Two way traffic – very little support, largely because it would require the removal of the trees, outdoor dining spaces and the playground – which are three of the most valued aspects of the current area, and considered major drawcards for existing users of the area. The overwhelming support was for a more pedestrian focused space rather than re-introduction of another vehicle dominated space. General sentiment was this would be a step back than a step forward.
- b. One way – had overwhelming support from those who participated, but there were a range of perspectives on direction. A range of questions were posed by submitters regarding how the different directions would actually function and operate and differing perspectives provided on how each direction supported different outcomes.

Given the professional recommendation from Hassell on a single lane of movement aligning with the overwhelming community feedback received (including from the Bridge Mall Business Association and other key stakeholders), but noting the desire from community and Council for greater clarity on the function, operations and cost implications of the two variants (eastbound or westbound), two precinct plans has been prepared. These plans have taken the general concept of a single lane for vehicles in either direction, involved detailed engineering, planning, design and other technical analysis, to identify preferred layouts that best achieve the overall objectives of the project.

A detailed precinct plan for a two-way option has not been prepared as its form and layout are sufficiently understood to provide guidance needed in the next more detailed stage of design, if required. A two-way option would be a road design project without the wider design opportunities and implications of designing new areas for pedestrians, playgrounds, trees and green spaces.

9. A presentation to a Council Briefing on 3 March 2021 included the design team and Council officers and indicated that Officers preferred option was the one way, east bound traffic flow.
10. The Bakery Hill Urban Renewal Plan Design Statement  
The Bakery Hill Urban Renewal Plan provides the following Design Statement to guide the development of the Bridge Mall Rejuvenation and preparation of the Precinct Plans.

*“Create a distinctive identity that responds to the opportunities and constraints of the Precinct and reinforces the personality of Bakery Hill by reflecting a thriving, connected and distinctive community.”*

1. Pedestrians: The final design outcome must prioritise the pedestrian experience. People should be able to move through the space feeling safe, confident and comfortable at any time of day. Vehicles may be present, but their influence should be limited.
2. Activation and Play: Spaces must be flexible, adaptable, equitable and maximise opportunities for activation through play, outdoor dining, events and festivals.
3. Resilience: Materials should be of high quality and finish selected to be adaptable, robust, sustainable in origin and resilient in a changing climate. This will include maximising green space and reclaiming some asphalted surfaces as green space.
4. Vibrant: The spaces should be attractive, magnetic, stimulating and well connected to other destinations in Ballarat's tourist network.
5. Urban Forest: The design outcome will maximise tree planting for shade, habitat and amenity within the space and within adjacent streets for a net gain within the precinct.
6. Local Heritage: The design outcomes should reflect the heritage architecture and Aboriginal cultural heritage by utilising the Historic Urban Landscape (HUL) approach for site analysis, synthesis and design development.

## KEY MATTERS

11. Precinct Plans - Key Design Principles  
Hassell have been engaged to prepare two precinct plans for the Bridge Mall Rejuvenation Project showing options for east bound one-way traffic and west bound one-way traffic. The Precinct, for the purpose of this project, includes the area bounded by Lt Bridge Street to Curtis Street and Grenville Street to Humffray Street.
12. The Precinct Plans focus on the function of this precinct, movement of vehicles, pedestrian linkages, green space accrual, precinct amenity and treed boulevards. The main differences between the two Precinct Plans are the treatment of the two key entry points at Humffray Street and Grenville Street.
13. The recommendations for Lt Bridge Street and Curtis Street are identical for both of the Precinct options.
14. The Precinct Plans reflect an overall design intent and do not provide specific details on streetscape treatments. The preferred Precinct Plan (direction) will be developed into greater detail as part of the Design Development phase.
15. Why one-way?  
Both two way and one way options were provided to Council via Briefings to which both Hassell and the project team presented. Whilst two-way did have some merit, the spatial benefits of one-way (either east or west) was preferred. In short, the one-way option provided the greater amount of flexible space - spaces where people could meet, play-space, outdoor dining, events, etc. The raw percentages of two-way noted 65% of the total space for roadway and parking compared with 32% for one-way. In order to achieve a pedestrian first outcome, one-way traffic provided the more optimal amount of flexible space for all.

#### 16. Traffic Movement

Much has changed since the Bridge Mall was created in 1981. As part of the original Mall Project significant roadworks were put in place to accommodate for traffic movement. These works included land acquisition, building demolition and construction of Little Bridge Street and Curtis Streets between Humffray Street and Peel Street. These roads did not previously exist and were created as part of a huge and costly undertaking taking several years. Subsequently the Western Freeway had removed significant through traffic from this precinct and Mair Street continues to be developed as a precinct by-pass. Simply putting traffic back into the Mall creates another level of complexity in the movement of traffic in and around this precinct.

#### 17. Consideration of traffic movement throughout the precinct indicates the following patterns of movement noting that the numbers are general and provide an understanding of the relationship between volume and movement in the precinct.

Summary of findings:

- Sturt Street carries the most movement at approximately 12,000 vehicles per day (51.40% east + 48.60% west).
- Victoria Street carries less traffic at 8,000 vehicles per day (assumed to be equally split between east and west flows).
- East-west movement through the Bridge Mall precinct via Curtis Street and Lt Bridge Street is approximately 10,800 vehicles per day combined (east bound Curtis 48% + westbound Lt Bridge St 52%).
- Some of this east-west flow through the precinct is charged by traffic from Humffray Street and Peel Street and Grenville Street to cover the shortfall from Victoria Street.
- It is worth also noting the influence of outflow of traffic along Mair Street (13,000 vehicles per day) and Dana Street (12,000 vehicles per day) suggesting significant bypass of this precinct.

*Source: Bakery Hill and Bridge Mall Masterplan Preliminary Transport Design Commentary. ESR Transport Planning 18 July 2019  
Traffic Flow Data July 2019*

#### 18. Key Components of the Precinct Plans

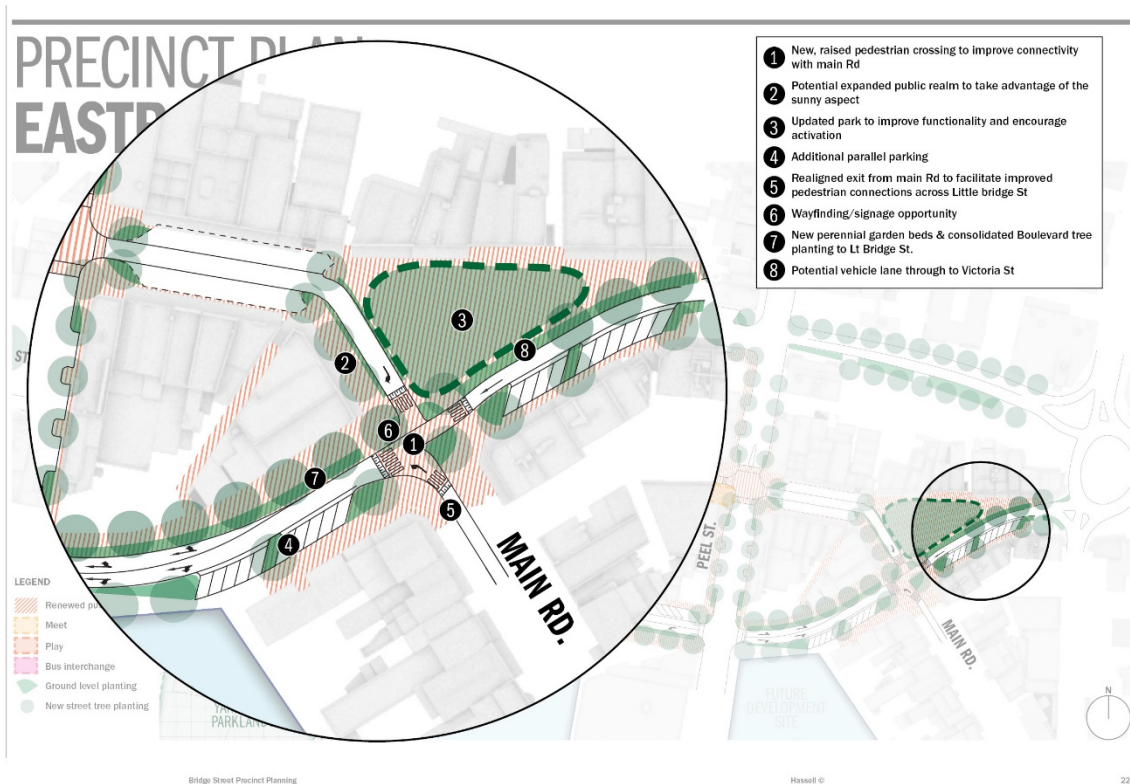
##### Arrival Experience

The boulevards of Sturt Street and Victoria Streets are – in their own right – gardens and provide a beautiful entrance into Ballarat from the east and the west. Grenville Street and Lt Bridge Street have been identified as key areas for improvement to enhance this experience and provide “green linkage” between the two boulevards. The Precinct Plans show significant upgrades to Grenville Street and Lt Bridge Street aimed at creating an appealing sense of entrance/departure that is commensurate with the qualities of Victoria Street and Sturt Street.

#### 19. Views

The key views are from the top of Lt Bridge Street at Humffray Street looking west toward the CBD skyline and the view from Grenville Street looking west along Sturt St. Additionally there are important views into Bridge Mall from the west (Sturt St) which will be enhanced by the new intersection treatment at Grenville Street and the proposed parkland spaces. Views within Bridge Mall are localised by virtue of the buildings and existing tree canopy. The precinct plan seeks to identify the key existing views, upgrade views into Bridge Mall from the east and the west and improve localised views along Lt Bridge Street and Curtis Street.

*East Bound Drawing below of Little Bridge, Bridge Street and Main Road derived from the Precinct Plan*



## 20. Green Space

The Precinct plans show a 200% increase of greenspace throughout the precinct. This valuable new greenspace will allow the garden experience of both Sturt and Victoria Streets to be brought into the precinct.

21. Trees – A 300% increase in the number of trees is proposed in the precinct plan compared to existing (77 existing, 240 additional). With regard to Bridge Mall, the vast majority of trees will remain in both the east and west bound options noting some targeted removal may be required. to accommodate various aspects of the design and it is expected that there will be much understory planting to continue the gardens of Sturt and Victoria Streets into the new Bridge Street.

*Trees are - and will continue to be an important asset for the precinct – Drawing derived from the Precinct Plan*

## DEVELOP PRECINCT PLANTING CHARACTER

### KEY MOVES

-  Create a precinct that prioritises pedestrians
-  Stitch Bridge Street back into Ballarat
-  Ensure the precinct is easy to navigate
-  Provide a series of gateway experiences
-  Tell the many important stories of the precinct
-  Define Bridge Street as the spine of the precinct
-  Strengthen the green character of the precinct



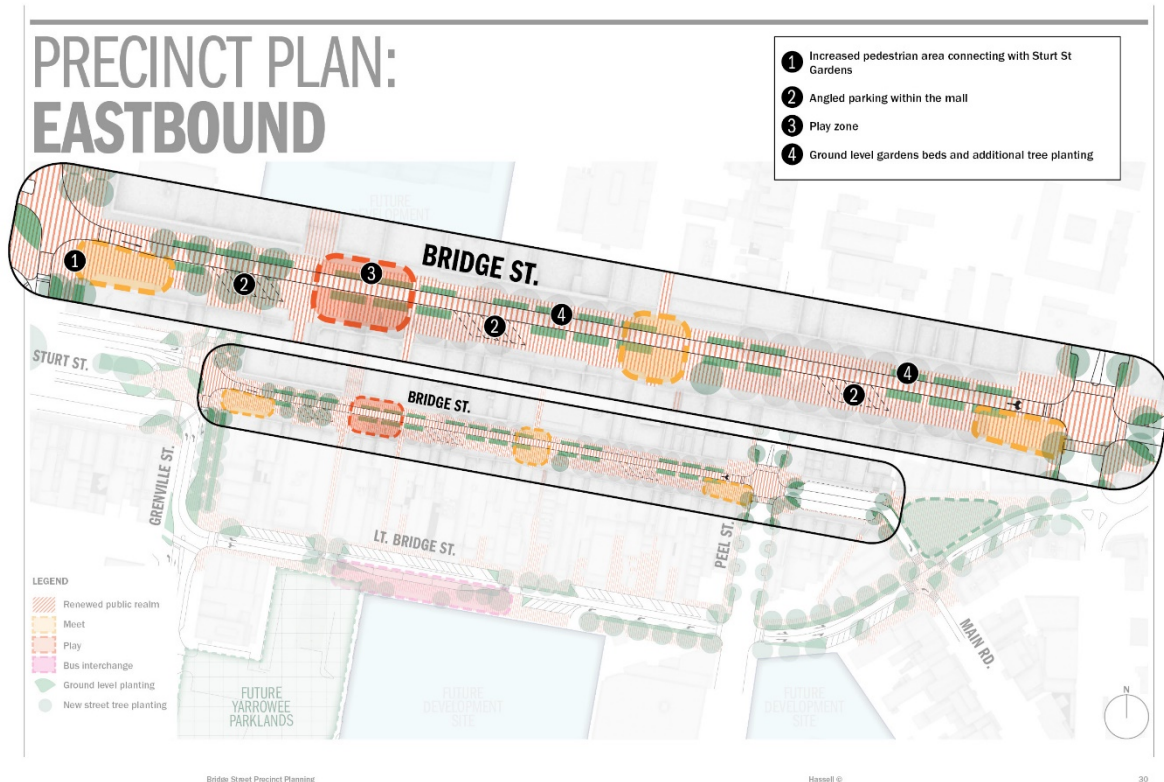
### 22. Bridge Mall

The current Sturt / Grenville Street intersection will be reconfigured to provide a welcoming connection to the Bridge Mall Precinct. This will be realised through the prioritisation of pedestrian and cycle connections into the Bridge Mall precinct, including the direct connection of the Sturt Street Shared User Path (SUP) into the new Bridge Street. The public realm will also be expanded to provide a new meeting place at the western end of Bridge St and opportunities for new garden beds and tree planting.

### 23. While the detailed design of the precinct is yet to be undertaken, the intention is to create spaces for people to meet, eat, gather, perform and play. The existing playspace is much loved, and it is anticipated that the new one is a key component of the streetscape. The flexible street arrangement will include:

- Greenspace
- A playspace
- Dedicated on-street dining
- Carparking
- Spaces for people to sit and gather
- Canopy cover
- Flexible event and activity spaces
- The ability to close the street to traffic for events, markets etc.

*Bridge Street East Bound and West Bound are similar in layout aside from traffic direction and car parking (note that angular parking is shown for illustrative purposes only and the car parking arrangements have yet to be fully determined). Drawing derived from the Precinct plan*



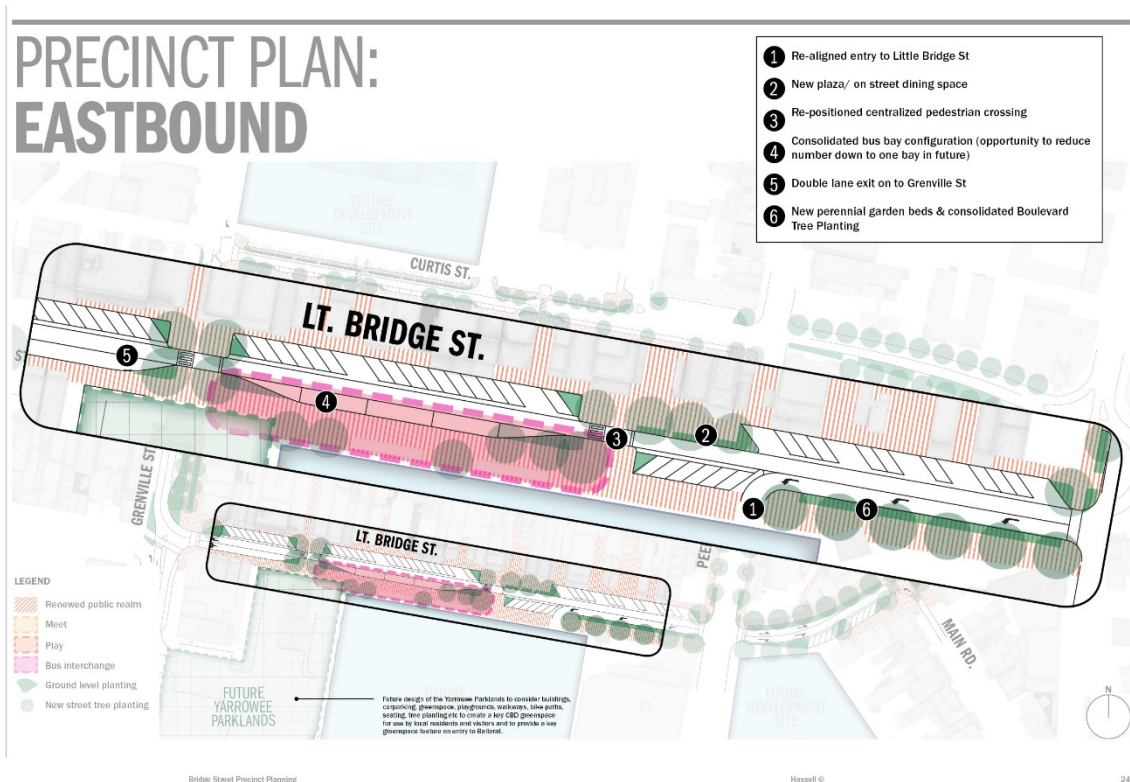
#### 24. Little Bridge Street

An important element of both options is Little Bridge Street. As noted in the discussion on the entry experience, strengthened tree and understory planting is a key feature for Little Bridge Street. The precinct plans show a reduction of the road width to a nominal 3.5m, addition of angle parking on the north side east of Peel Street and tree planting for a boulevard effect on the south side, towards Main Road.

#### 25. Moreover, the intersection of Main Road and Little Bridge Street is improved for all with a safer pedestrian crossing and an improved exit from Main Road onto Little Bridge Street. Key themes for the remainder of Little Bridge Street include:

- Dedicated turning lane from west of Peel Street into the car park.
- Angle parking on the north side.
- New angle parking on the south side (achieved through the reduction of the bus bay by 18m).
- Bus bay reduction to allow three buses to be stacked and not the six as currently exists (noting that the only place to alight to and from the bus is the most western end. The other five places are there for bus parking/stacking).
- One lane of traffic to through traffic from Peel Street to the crossing of the Yarrowee (Senior Citizens site). Thereafter it reverts to two lanes – allowing for the continued flow of traffic from Little Bridge, into Grenville and into Sturt Street.
- New pedestrian crossing from the east end of the bus interchange directly into Time Lane (and into the Bridge Street) – as summarised above.

*Little Bridge Street Drawing derived from the Precinct Plan noting that Curtis Street is the same configuration for both East and West bound options*

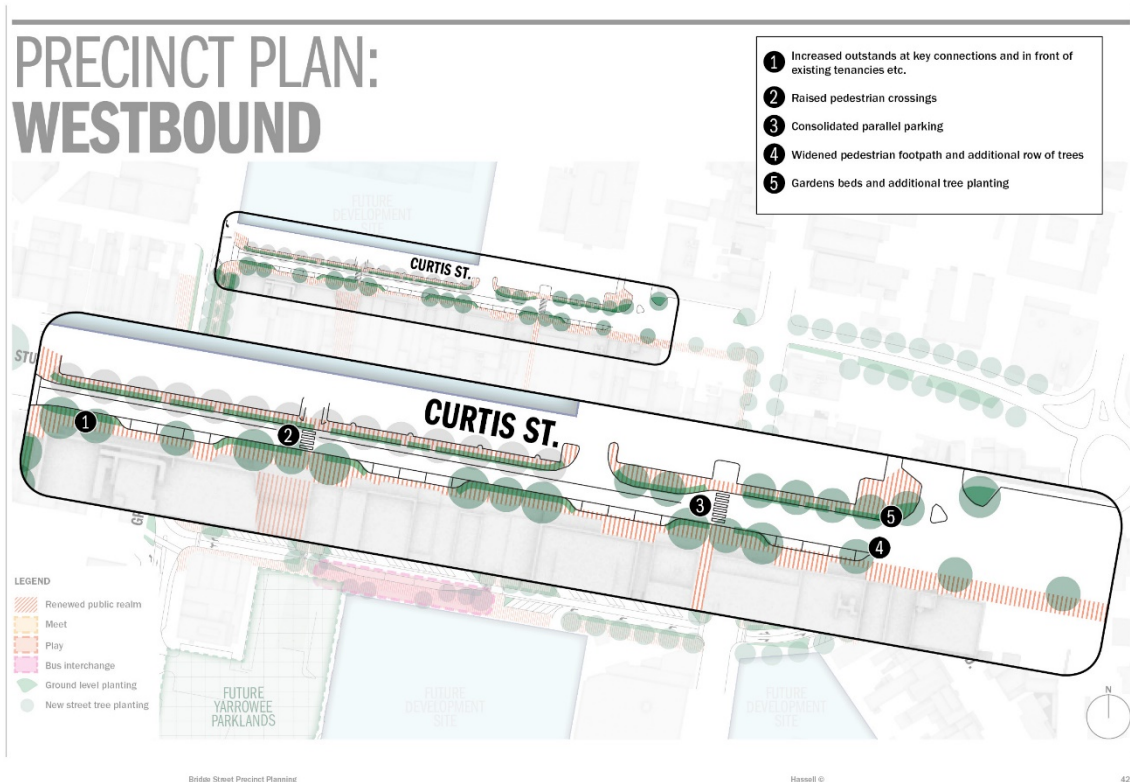


## 26. Curtis Street

Curtis Street will remain an important component of the precinct and will continue to be an exit point from the CBD to Victoria Street. It is expected, however that over time traffic exiting the city to Victoria Street and beyond may choose Mair Street after its recent improvements.

Curtis Street will be enhanced by increased planting and outstands at key crossing points, strengthening the link from the Big W car park into Bridge Mall.

*Curtis Street Drawing derived from the Precinct Plan noting that Curtis Street is the same configuration for both East and West bound options*



## 27. Grenville Street/Sturt Street intersection – benefits of both East and West bound options

For both options, this is the intersection of greatest importance and most significant change. Importantly, it provides a key linkage from the CBD into the new Bridge Mall– for pedestrians, cyclists and vehicles.

## 28. Key Elements:

- Increased green space - with Grenville Street closed to some movements south of Curtis Street, existing roadway and pavement will make way for increased greenspace. This green space will allow for a shared user path and gardens.
- This public realm/greenspace increases from 2,277m<sup>2</sup> to 3,486m<sup>2</sup> of potential public realm (a 50% increase).
- Sturt Street turnaround – the existing U-turn through the centre median strip will be maintained with a raised platform for the Sturt St shared user path and narrowing to slow traffic.
- Shared user path on Grenville Street - a shared user path is depicted in the new green space on the eastern side. This path will link directly into the new shared user path network.
- Nicholson Light – increased greenspace around the light will ensure its location remains prominent (subject to final design).

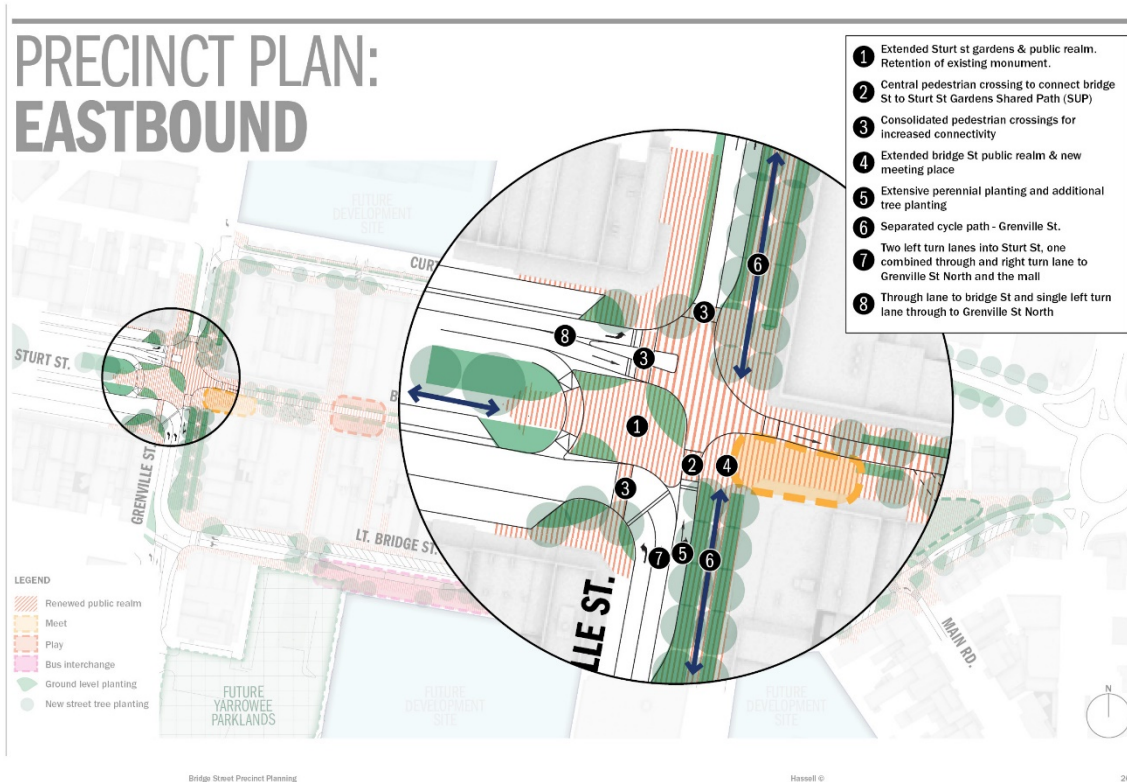
## 29. Grenville Street / Sturt Street Intersection – East Bound Option

The East Bound intersection provides for:

- A dedicated lane from Sturt Street into the new Bridge Mall
- One turning lane from Sturt Street into Grenville Street north bound
- Retention of two turning lanes from Grenville Street turning west into Sturt Street
- A new dedicated turning lane from Grenville Street turning east into Bridge Mall
- South bound traffic along Grenville Street directed along Curtis Street

- No southbound traffic along Grenville Street between Curtis St and Lt Bridge Street

*Grenville Street/Sturt Street East bound drawing derived from the Precinct Plan*

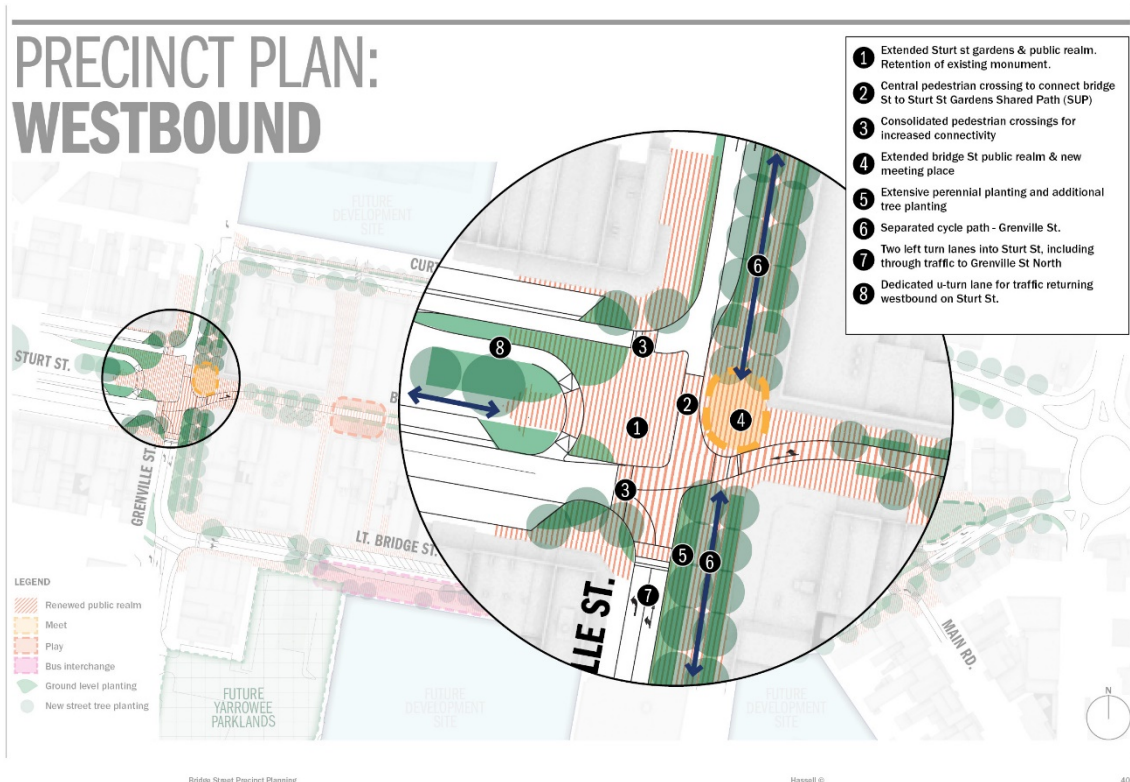


### 30. Grenville Street / Sturt Street Intersection – West Bound Option

The West Bound Grenville Street intersection option provides for:

- Exit from Bridge Mall into Sturt Street along the southern carriageway
- Exiting vehicles can turn right into Grenville Street to head north
- Exiting vehicles will not be able to head south along Grenville Street
- Retention of two turning lanes from Grenville Street turning west into Sturt Street
- South bound traffic along Grenville Street directed along Curtis Street
- No southbound traffic along Grenville Street between Curtis St and Lt Bridge Street

*Grenville Street/Sturt Street West bound drawing derived from the Precinct Plan*



31. Precinct East of Peel Street - The shopping strip immediately east of Peel Street has existing one-way east-bound traffic flow and angle parking both sides. Shoppers can enter from Peel Street and exit onto Little Bridge Street.
32. The east bound option is unlikely to impact on the existing configuration of roadway and parking and movement of traffic into and around the precinct. This is significant in that the existing business will retain existing north and south access from Peel Street and the ability to “loop” around via Lt Bridge Street. The precinct plans do not specifically show direct access to the Victoria Street roundabout however, an east bound flow could accommodate such (subject to further design).
33. The west-bound option only provides for vehicles to enter this precinct from Lt Bridge Street via a secondary access to limit through-flow and the potential for a “rat-run” effect. Drivers will make a choice as to whether they deviate through the Mall or continue westwards along Lt Bridge Street. It is expected that most of the traffic flow will continue along Lt Bridge Street as it moves through the precinct to Sturt Street. The west-bound option will severely restrict access to this precinct by excluding vehicle access from Peel Street and disabling the “loop” movement via Lt Bridge Street. Therefore access to businesses in this precinct will be limited to traffic from the east only via the Victoria Street roundabout. There will be no access from Main Road as this would create a cross-road intersection.
34. For those coming from the west along Sturt Street they will have to access this precinct from the Victoria Street roundabout via Little Bridge Street and then into the new Bridge Mall.

35. The west bound option will impact on the arrangement of the roadway and existing car spaces and likely lead to reduction in parking capacity. Final outcome subject to detailed design.
36. A west bound option for this area restricts the entry down to one point – that of the new entry off Little Bridge Street.
37. Restricting vehicle access to an existing shopping precinct with decades of known ease and access is a major impediment to the west bound option. The project team is of the view this will lead to a poor long-term outcome.
38. Peel Street Intersection – For both options Peel Street remains open to North/South traffic with minor changes to the intersection to accommodate traffic access or egress to the new Bridge mall. In order to make the crossing of Peel Street more intuitive, a raised platform and or line marking is recommended (subject to detailed design).
39. Both options allow for traffic to enter Peel Street from Bridge Street with the west bound option allowing an entry point into the new Bridge Street.
40. Summary of Differences Between Precinct Plans  
Summary East Bound Option
  - Eastbound traffic flow provides for logical and strong connection with the Sturt Street precinct and a fluent entry for pedestrians and vehicles into the Bridge Mall.
  - The Eastbound option strengthens connections to the majority of the Ballarat community who reside to the west.
  - Eastbound option captures more of the local spend and provides for a rejuvenated Bridge Mall that is designed for “Locals to Love” and bring their, families, friends and visitors.
  - East bound has least impact on businesses as it’s the current flow of traffic.
41. Summary Westbound Option
  - The westbound option provides for vehicle entry into the Bridge Mall from Victoria Street but complicates vehicle movement and current parking in the precinct east of Peel Street.
  - The westbound option still provides a strong connection for pedestrians and cyclists from Sturt Street into the Mall via improvements to the Grenville Street intersection as per the eastbound.
  - The westbound option provides a logical point of exit from the Bridge Mall for vehicles heading west along Sturt Street.
  - The westbound option does not capture locals who reside in the west and is at risk of limiting this important market.
  - The westbound option is focused on the notion that it will provide a better point of entry for visitors from Melbourne noting that the visitor travelling market is small relative to the local spend in this precinct and the Friends and Families and Visitor market which represents approximately 40% of the local tourism.

## 42. Budget

\$15 Million was allocated to the project by Council in May 2019 with \$12.5M of that proposed for on the ground works.

## 43. An initial Cost Plan notes the following for the precinct plan for both east and west bound options:

East Bound Total End Cost:	\$17,675,000
West Bound Total End Cost:	\$17,653,000

## 44. Whilst the initial concept for the entire precinct plan is in excess of the current budget, the project team will undertake cost management to ensure the major components – Bridge Mall, Grenville Street/Sturt Street intersection and Little Bridge Street will be able to be achieved and the benefits of the projects realised.

## 45. Next Phases

Following a decision on the preferred Precinct Plan, Hassell will undertake design development. This involves the coordinated design of the precinct public realm, with input from relevant engineers and design professionals. In this stage, the general arrangement of the streets and public space will be developed in detail, along with the selection of intended surface finishes, furniture and vegetation. It is during this phase that the 'look and feel of the project will be developed and refined'.

## 46. Detailed Documentation will immediately follow the design development phase where the plans will be detailed so that the works can be both tendered and constructed.

## 47. Schedule

The table below notes the expected timeframe for the next phases with 2021 as the year for detailed design and tendering works to begin in the first quarter of 2022.

Phase	Date
Council endorsement	March 2021
<b>Design Phase</b>	
Design Development	March – August 2021
Detailed Design	August - December 2021
<b>Procurement</b>	
Expression of interest	September- December 2021
Tendering	December 2021 – February 2022
Tender Award	March 2022
<b>Construction</b>	March/April 2022

## 48. Existing Elements

There are a number of existing elements within the precinct which hold social, historical or artistic value. Short statements on each are noted below.

49. *Named Pavers*

The named pavers are important link to the social history of the Mall as it currently stands. Whilst the relocation of the pavers has not yet been fully determined (this will occur during design development), the names and pavers will be respected in an appropriate manner.

50. *Nicholson Light*

The Nicholson Light lay at the eastern most point of Sturt Street just prior to Grenville Street. With both east and west bound options the light will remain in its current

location or only be moved slightly to align itself with the new landscape. Again, the realignment - or not – will be determined during the design development phase.

51. *Trees*

With either the east or west bound option the majority of the existing trees within the Mall will be retained. The mature canopy of Chinese Elms provide great shade and wind protection and the one-way options enable their retention.

52. *Public Art*

There are a number of public art installations within the precinct. Any refurbishments or relocations of the art works will be undertaken in cooperation with Council's public art team and the artists themselves.

53. *Business Support Package*

The Business Support Package consists of opportunities for property owners and business owners to access three existing and one site specific grant. All four Grants are to be launched via a Business Support Package booklet in early 2021.

54. The on-the-ground works will transform the site and the support packages listed below are there to encourage property owners and businesses to make their own improvements that complement the revitalisation.

The four streams are:

1. Shopfront and façade restoration grant
2. Heritage conservation advisory service
3. Heritage restoration grant
4. Low interest heritage restoration loans.

55. *Summary*

- The Precinct Plans reflect the intent of the Bakery Hill Urban Renewal Plan aimed at creating a thriving economy, connected community and a distinctive place.
- The Precinct Plans prioritise pedestrians and cyclists over vehicles and "invite" vehicles back into the Mall along a slow moving one-way laneway.
- The Precinct plans provide for flexible and adaptable spaces that can be used for play, activation and events.
- The Precinct Plans maximise opportunities for increased greenspace, tree planting and gardens for improved amenity and appeal and to strengthen connections to the Sturt Street Gardens and Victoria Street Gardens as part of a "green spine" through the CBD.
- The Precinct plans show significant upgrades to Lt Bridge Street, Curtis Street and Grenville Street in support of improved amenity through increased greenspace, shade, walkways and bikeways and spaces for people.
- The Precinct Plans provide for functional management of vehicles through the precinct in both directions and reduced impact of bus infrastructure in Lt Bridge Street.
- The Precinct Plans identified Grenville Street as a "barrier" between the Sturt Street precinct and Bridge Mall. Improvements to the Grenville Street intersection are considered critical to the success of the Mall rejuvenation and to improved connection to Sturt Street for pedestrians and an opportunity to improve the amenity of this area by creating large green spaces as an extension of the Sturt Street Gardens.
- The precinct Plans recommend closure of part of the south bound lane in Grenville St (b/w Curtis St and Lt Bridge St) to enable better access into the new Mall for pedestrians, cyclists and vehicles and to generate the large areas of greenspace befitting of this precinct.

- The Consultants recommend that the Eastbound Option is preferred on the basis that it provides access for the majority of Ballarat residents who reside to the west of Bridge Mall and the local residents spend \$3 of every \$4 in the Bridge Mall Precinct.
- This is supported by the “Visitor and Friends Market” which accounts for approximately 40% of the local tourist market and gives rise to the notion that *“If Locals Love It Then Visitors will Too”*.

## OFFICER RECOMMENDATION

**55. That Council:**

**55.1 Endorses the Key Components of the Precinct Plans.**

**55.2 Adopts the preferred Precinct Plan – East bound one-way traffic.**

**55.3 Endorses the project schedule as covered in this report.**

## ATTACHMENTS

1. Governance Review [8.3.1 - 3 pages]
2. 210120 PR Bridge Mall Precinct Planning sml [8.3.2 - 48 pages]

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. Council Vision: A bold city that is bold, vibrant and thriving.
2. Prosperity – unlock and redevelop the Bakery Hill Precinct.

**COMMUNITY IMPACT**

3. Community engagement is one of the five principles of the *Local Government Act 2020*.
4. During the formulation of the Bakery Hill Urban Renewal plan, three key themes emerged that have been used as a basis to give effect to the vision - Thriving, Connected and Distinctive. They are themes that overlap and integrate, and as such, are called the Bakery Hill Integrating Themes.
5. Collectively, the integrating themes express the vision for what Bakery Hill will become. A thriving economy, supporting an engaged and resilient community. A community connected to people, place and local destinations. A place with a distinctive identity and story to tell. The integrating themes are used to frame objectives, initiatives and actions that will combine to achieve the Bakery Hill vision

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

6. Development of the design and plans will take climate emergency and environmental sustainability into account.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

7. The Bakery Hill Precinct project involves proactively supporting business and economic activity across the Precinct through promoting the ongoing programming of events and festivals, facilitating a vibrant night time economy, and encouraging a variety of uses that will better support and attract new businesses to the area.
8. Retailers globally are currently facing issues around changes to consumer preferences and behaviour, digital replacement and the rise of online shopping. The project outcomes are centred around unlocking the development potential of the Precinct, identifying under-utilised sites which can better contribute to the functionality and vibrancy of the Precinct by incentivising private sector investment, identifying and prioritising ways to stimulate economic urban renewal within the Precinct, and to create a place which will attract more people to work, live and shop within the Ballarat CBD.

**FINANCIAL IMPLICATIONS**

9. As per 15 May 2019 Council Resolution, \$15M is allocated to the project.

### LEGAL AND RISK CONSIDERATIONS

10. Design - The design phase will ensure the legal and compliance obligations are adhered to - eg relevant Australian Standards, statutory compliance, service authority requirements.
11. Operational Impact - The works need to be conducted in a way that minimises the impact to the precinct and ensures safety of all workers and the general public. Coordination with the traders and users of the Mall with be an important aspect in the planning of the construction phase.

### HUMAN RIGHTS CONSIDERATIONS

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

### COMMUNITY CONSULTATION AND ENGAGEMENT

13. Community engagement is one of the five principles of the *Local Government Act 2020*.
14. The preparation of the Bakery Hill Urban Renewal Plan provided for over 1000 consultations which informed the report heavily. It is delivering upon that report for a Thriving, Distinctive and Connected precinct which these plans address. A more recent consultation was conducted in June 2020 on designs for one-way traffic east and west bound and for two-way traffic. 146 responses were received. Summary of responses below.

Issue	Number of Respondents who noted the Issue
No Traffic	44
Two Lanes	4
Traffic presence not stated	1
Single lane – direction not stated	9
Single lane – West bound	18
Single Lane – East bound	9
Traffic direction unsure/not stated	15
Lack of traffic is not the problem	15
Concerned re cost/waste of money	8
Roof/indoor shopping Mall for weather protection	18
Westbound – better entryway	12
Tram to be reintroduced	6
Demolish Norwich Plaza	7

15. Although 44 of the 146 respondents noted no traffic, the direction from the Bakery Hill Urban Renewal Plan was clear - *Prepare a streetscape design upgrade for Bridge Street Mall which provides for vehicle access* (Initiative C1). All options provide for temporary closure of the space for events, markets and other uses as needed.

16. Meetings, briefings and discussions have been held with the Bridge Mall Business Association (BMBA) throughout the project's tenure. Council's Business Engagement Officer is in regular contact with both the BMBA and traders. Council maintains a lease of property in the Mall which has been used for both formal and informal catch-ups, displays of consultative material and an office on occasions. During the formal consultation phase noted above, the BMBA supported an east bound option.
17. A further briefing was held with the BMBA on 10 March 2021 and a Media Release noting the project, the precinct plans and recommendations were made public in the week ending 19 March 2021.

#### **CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

18. Council officers affirm that no material or general interests need to be declared in relation to the matter of this report.



Contents



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1.

2.

3.

4.

Background

Project Objectives

Expression & Experience

Precinct Plans

# BACKGROUND

# HOW WE GOT HERE...

- 01/ Project Inception
- 02/ Community Consultation
- 03/ Precinct Planning
- 04/ Design Development
- 05/ Tender Documentation
- 06/ Construction

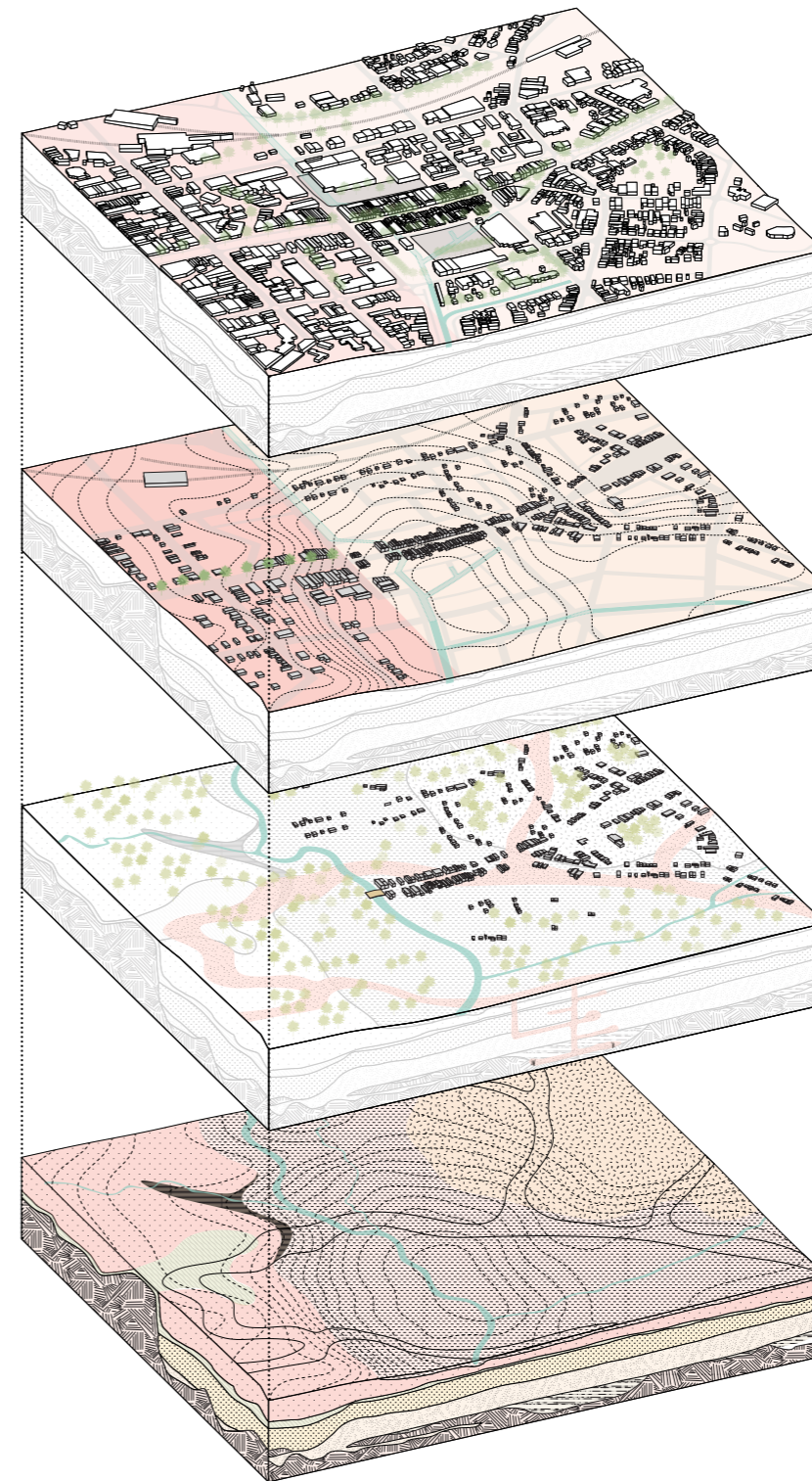


# PROJECT OBJECTIVES

**The Bridge Mall has always been a meeting place.**

**A place where water, geologies, people and cities have historically met.**

**The re-imagining of Bridge Mall Precinct will seek to restore this key function.**



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# THE VISION

The Bakery Hill & Bridge Mall Precinct Urban Renewal Plan identifies three integrating themes that collectively express the vision for the Precinct:

A **THRIVING** economy, supporting an engaged and resilient community.

A community **CONNECTED** to people, place and local destinations.

A place with a **DISTINCTIVE** identity and story to tell.

# PROJECT OBJECTIVES

THRIVING

=

**DESIGN FOR  
FLEXIBILITY**

CONNECTED

=

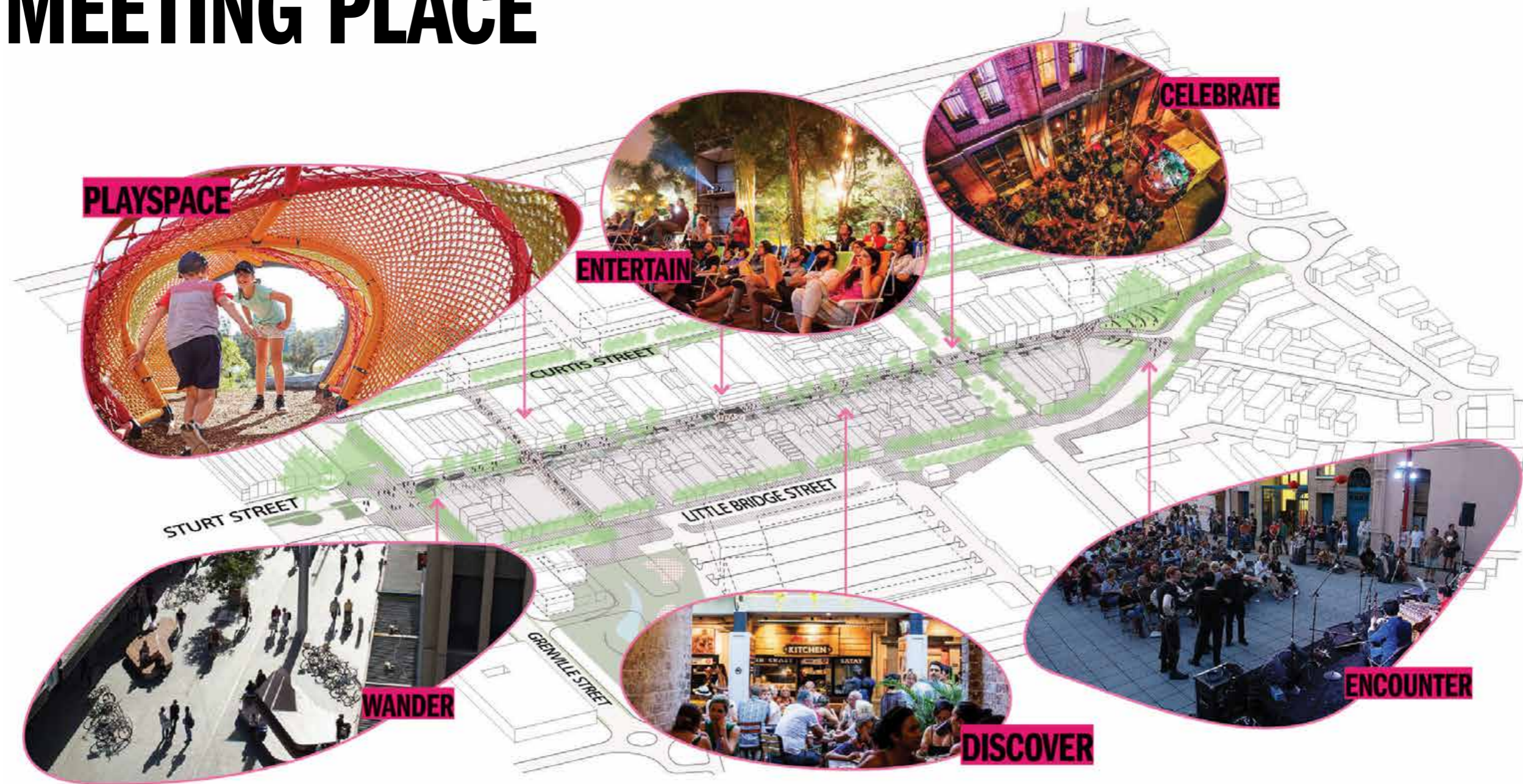
**OPEN THE  
PRECINCT**

DISTINCTIVE

=

**REFLECT  
LOCAL  
PEOPLE  
& PLACE**

# BALLARAT'S NEW MEETING PLACE



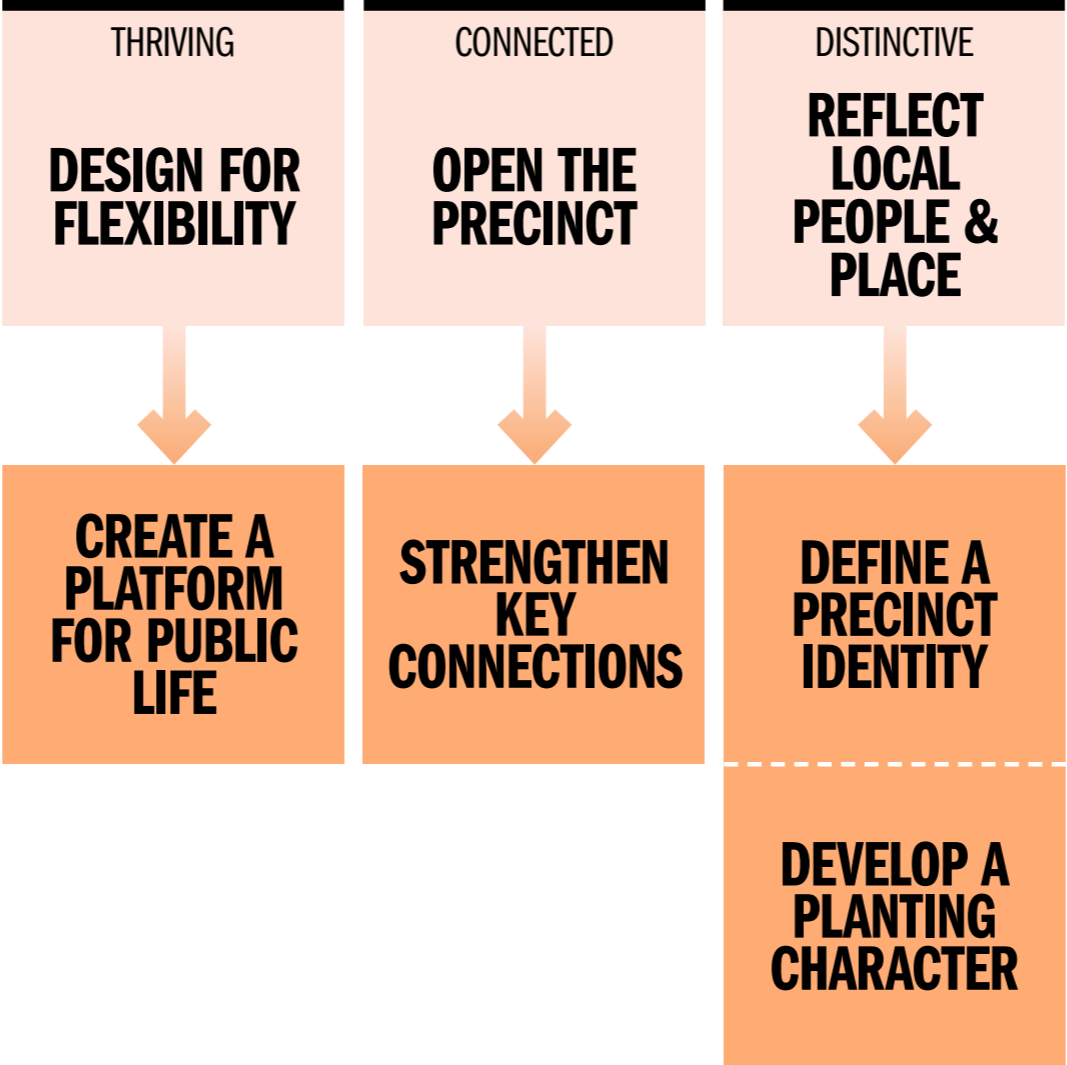
# EXPRESSION & EXPERIENCE

# PROJECT OBJECTIVES

THRIVING	CONNECTED	DISTINCTIVE
<b>DESIGN FOR FLEXIBILITY</b>	<b>OPEN THE PRECINCT</b>	<b>REFLECT LOCAL PEOPLE &amp; PLACE</b>

HOW...?

# PROJECT OBJECTIVES



# CREATE A PLATFORM FOR PUBLIC LIFE

KEY MOVES

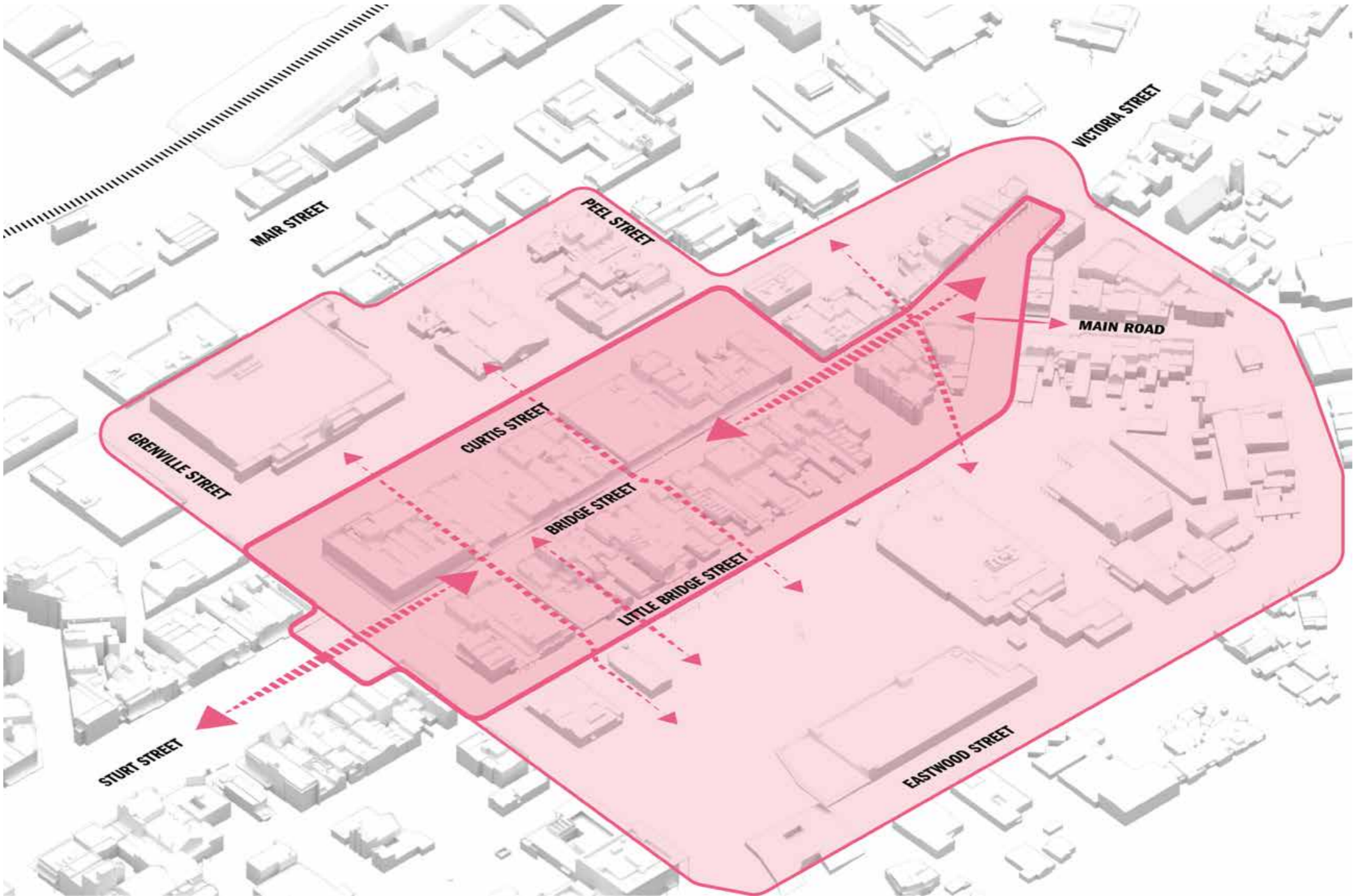
-  Create a precinct that prioritises pedestrians
-  Stitch Bridge Street back into Ballarat
-  Ensure the precinct is easy to navigate
-  Provide a series of gateway experiences
-  Tell the many important stories of the precinct
-  Define Bridge Street as the spine of the precinct
-  Strengthen the green character of the precinct



# STRENGTHEN KEY CONNECTIONS

KEY MOVES

-  Create a precinct that prioritises pedestrians
-  Stitch Bridge Street back into Ballarat
-  Ensure the precinct is easy to navigate
-  Provide a series of gateway experiences
-  Tell the many important stories of the precinct
-  Define Bridge Street as the spine of the precinct
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# DEFINE A STRONG PRECINCT IDENTITY

KEY MOVES

-  Create a precinct that prioritises pedestrians
-  Stitch Bridge Street back into Ballarat
-  Ensure the precinct is easy to navigate
-  Provide a series of gateway experiences
-  Tell the many important stories of the precinct
-  Define Bridge Street as the spine of the precinct
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# DEVELOP PRECINCT PLANTING CHARACTER

## KEY MOVES

-  Create a precinct that prioritises pedestrians
-  Stitch Bridge Street back into Ballarat
-  Ensure the precinct is easy to navigate
-  Provide a series of gateway experiences
-  Tell the many important stories of the precinct
-  Define Bridge Street as the spine of the precinct
-  Strengthen the green character of the precinct



# PRECINCT PLANNING

**WESTBOUND**



