



CITY OF BALLARAT
Council Plan
2021–2025

CITY OF
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 is the community's vision for Ballarat.

Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community

In 2031, our city is a leader in sustainable living with ecologically-sound neighbourhoods where people can meet their daily needs within a short walk, ride or bus trip.

We have easy access to parks and gardens, community facilities and education for all ages. Our health and community services respond to community need.

Everyone is valued and welcomed in our city. We celebrate our diversity and everyone in our community is able to participate fully in life.

We approach challenges and opportunities with a creative and innovative approach to get the best result for our people.

Our people work locally in the diverse range of industries that make up our solid local economy.

We embrace our rich heritage. We continue to preserve our links to the gold rush era and recognise and celebrate our long Aboriginal history and the breadth of our cultural heritage.

We balance the need to conserve our historical places and spaces with the need and desire to progress as a modern regional city.

Ballarat Council



Pictured from left to right: Cr Mark Harris, Cr Samantha McIntosh, Cr Des Hudson, Cr Belinda Coates, Mayor Cr Daniel Moloney, Cr Peter Eddy, Chief Executive Officer Evan King, Cr Tracey Hargreaves and Cr Ben Taylor in the Trench Room at Ballarat Town Hall. Absent, pictured below left: Deputy Mayor Cr Amy Johnson.

“We are committed to the principles of good governance, to working together in the best interests of the people within our municipality, and to discharging our responsibilities to the best of our skill and judgment.”

City of Ballarat Councillors' opening declaration, recited by all Councillors at the beginning of each meeting of Council.

Ballarat is represented by nine Councillors who were elected for a four-year term, In November 2021, Cr Daniel Moloney was elected Mayor and Cr Amy Johnson was elected Deputy Mayor for a one-year term.

| CENTRAL WARD | NORTH WARD | SOUTH WARD |
|---|---|--|
| Cr Belinda Coates Cr Mark Harris Cr Samantha McIntosh | Cr Peter Eddy Deputy Mayor, Cr Amy Johnson Mayor, Cr Daniel Moloney | Cr Tracey Hargreaves Cr Des Hudson Cr Ben Taylor |

The role and responsibilities of local government

Australia has three levels of government that work together to provide Australians with the services they need. While each level of government provides different services, sometimes these services overlap.

All levels of government raise money through collecting taxes to pay for the services they provide to all Australians. At each level of government, representatives are elected to represent their respective communities. Parliaments and local councils make laws, and governments put these laws into action.

> Three levels of Government in Australia



| FEDERAL GOVERNMENT | STATE/TERRITORY GOVERNMENTS | LOCAL COUNCILS |
|---|---|---|
| <p>Responsible for issues that affect all Australians (national issues)</p> <ul style="list-style-type: none"> • Post, telephones and the internet • Money • Immigration • Defence | <p>Responsible for issues that affect people in that state or territory</p> <ul style="list-style-type: none"> • Public transport • Schools • Hospitals • Public housing | <p>Responsible for issues that affect local communities</p> <ul style="list-style-type: none"> • Rubbish collection and recycling • Community infrastructure such as parks and sporting fields • Regulatory services such as parking and pet control • Land use planning |
| <p>The federal government raises money to run the country by collecting taxes on incomes, goods and services, and company profits, and spends it on national matters.</p> | <p>State/territory governments raise money from taxes and also receive money from the federal government.</p> | <p>Local councils raise money from taxes (rates) from all local property owners and receive grants from federal and state /territory governments.</p> |

Source: Parliamentary Education Office

To learn more visit www.peo.gov.au




 The rich farmland and rugged bush of the central highlands viewed from Mount Buninyong

Table of Contents

| | |
|---|-----------|
| Message from the Mayor of Ballarat | 8 |
| Message from the Chief Executive Officer | 9 |
| A snapshot of Ballarat | 11 |
| Purpose | 12 |
| Aligning with the Sustainable Development Goals | 13 |
| The structure of this Council Plan | 14 |
| Council’s principles | 15 |
| Goals 2021–2025 | 16 |
| Council’s role | 17 |
| 1 Goal 1: An environmentally sustainable future | 19 |
| 2 Goal 2: A healthy, connected and inclusive community | 27 |
| 3 Goal 3: A city that fosters sustainable growth | 35 |
| 4 Goal 4: A city that conserves and enhances our natural and built assets | 43 |
| 5 Goal 5: A strong and innovative economy and city | 51 |
| 6 Goal 6: A council that provides leadership and advocates for its community | 59 |
| City of Ballarat’s annual plan 2021/2022 to achieve our strategic objectives | 66 |

Message from the Mayor of Ballarat



This Council Plan captures our community’s vision and priorities that have come from the extensive *Ballarat: Our Future* community engagement conducted in the first half of 2021. This included our first deliberative engagement process, where 50 residents – randomly selected to represent diversity across our municipality – participated in a community panel to help define Ballarat’s future vision.

Our new *Community Vision 2021–2031* articulates your aspirations for the kind of city you want Ballarat to be and informs our strategic direction and planning.

This plan outlines our roadmap for delivering this vision over the next four years. It states very clearly what Council will do to help our community grow and prosper, with a special focus on COVID-19 recovery, while being realistic about what we can deliver.

This Council is focused on providing leadership, practising good governance and advocating for our community. We are committed to making informed decisions based on the best available evidence and community engagement that ensures our community’s voice is considered in all of Council’s decision-making.

In 2018, Council acknowledged the climate emergency and the need for urgent action by all levels of government, and in March 2021 Council supported an ‘in principle’ aspirational community-wide target of zero emissions by 2030.

In recognition of the importance of our rich cultural heritage and the critical part it plays in our identity as a city, we will work to ensure it is recognised, respected and celebrated while balancing the need to conserve our historical assets with the need and desire to progress as a modern regional city.

We sincerely thank every individual and group who provided input into this process – your participation reflects an engaged and empowered community. On behalf of my fellow Councillors, I give you our commitment to work alongside you over the next four years to deliver this Council Plan.

A handwritten signature in black ink, appearing to read 'Daniel Moloney'. The signature is fluid and cursive, written over a white background.

Cr Daniel Moloney
Mayor, City of Ballarat

Message from the Chief Executive Officer



The *Ballarat Our Future* community engagement process has delivered a clear message from our community about what your priorities are for our city. This Council Plan identifies the key areas where Council will focus its efforts over the next four years to address these priorities.

As the stewards of \$2 billion in community assets, we will continue to invest in our natural and built assets to ensure they continue to be fit-for-purpose and deliver benefits for all residents, and we will increase the amount of funding required annually to reduce the asset renewal gap.

We are committed to leading the way in environmental sustainability, continuously seeking ways to actively reduce our impact and continuing our work towards a circular economy. As part of this, our focus will be on finding better ways to deal with our waste, including sorting our recycling into usable components to attract industry.

So that everyone can share in the benefits of growth, we will ensure investment is targeted in the areas of greatest need across the municipality. We will work to ensure every resident feels welcome and safe, is able to participate fully in life, and has access to better social, economic and health and wellbeing outcomes, and will take tangible steps to genuinely walk together towards reconciliation.


We will foster sustainable growth with a focus on long-term infrastructure planning and sustainable design to ensure a well-planned, connected and accessible city.

We will embrace innovation, approaching challenges and opportunities with a creative mindset to help us identify solutions that will give us the best economic and social outcomes for our community.

As an organisation we will be focused on transparency. We will be driven by data and community engagement to support Council's decision-making and will deliver transparent reporting on our Council Plan progress, our capital works and our budget. We will be undertaking a program of organisational cultural change to ensure our 1,000 plus workforce can effectively deliver the services, infrastructure and amenity that meet the needs and expectations of our whole community.

Evan King
Chief Executive Officer

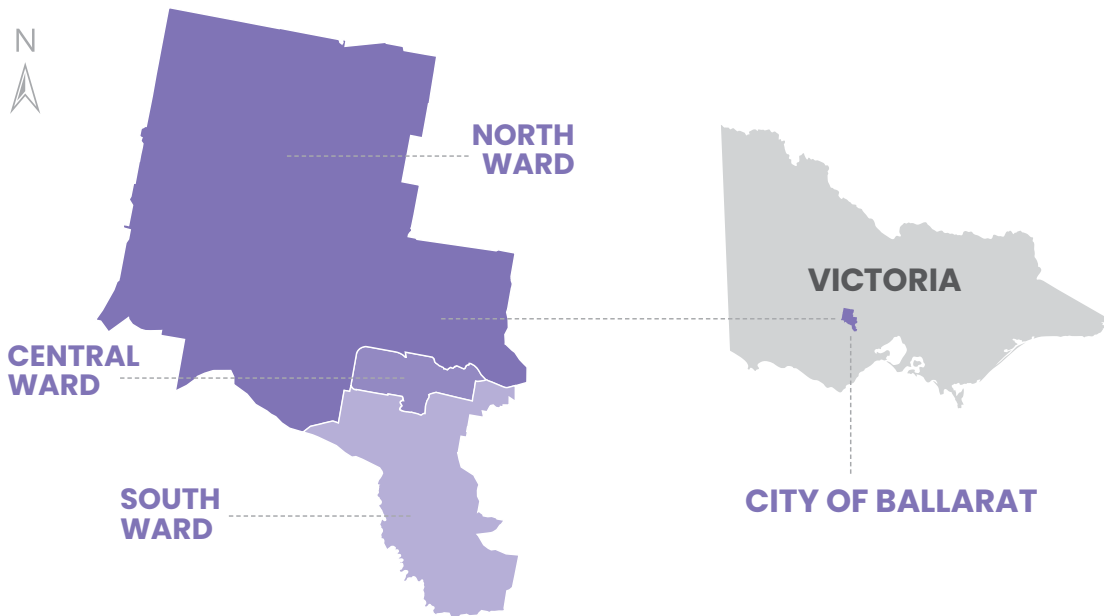


: The intersection of the Glenelg Highway, Wiltshire Lane and Cherry Flat Road, Smythes Creek, looking east towards Mount Warrenheip

A snapshot of Ballarat

> Ballarat or Ballaarat (Historical Spelling) 740km² and the 3rd largest City in Victoria

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



113,725

Population in 2021

Source: forecast.id



19%

Population growth 2010–2019

Source: forecast.id



144,108

Population forecast for 2021–2036 a growth of 26.72%

Source: forecast.id



9.5%

Population were born overseas

Source: profile.id



Our top industries

- Health care and social assistance
- Professional, Scientific and technical services
- Education and training
- Construction
- Manufacturing

Source: remplan



1.4%

Population identify as Aboriginal or Torres Strait Islander

Source: profile.id



9,156

Businesses

Source: Australian Bureau of Statistics



48,443

Jobs

Source: remplan



\$7.129B

Gross Regional Product

Source: remplan

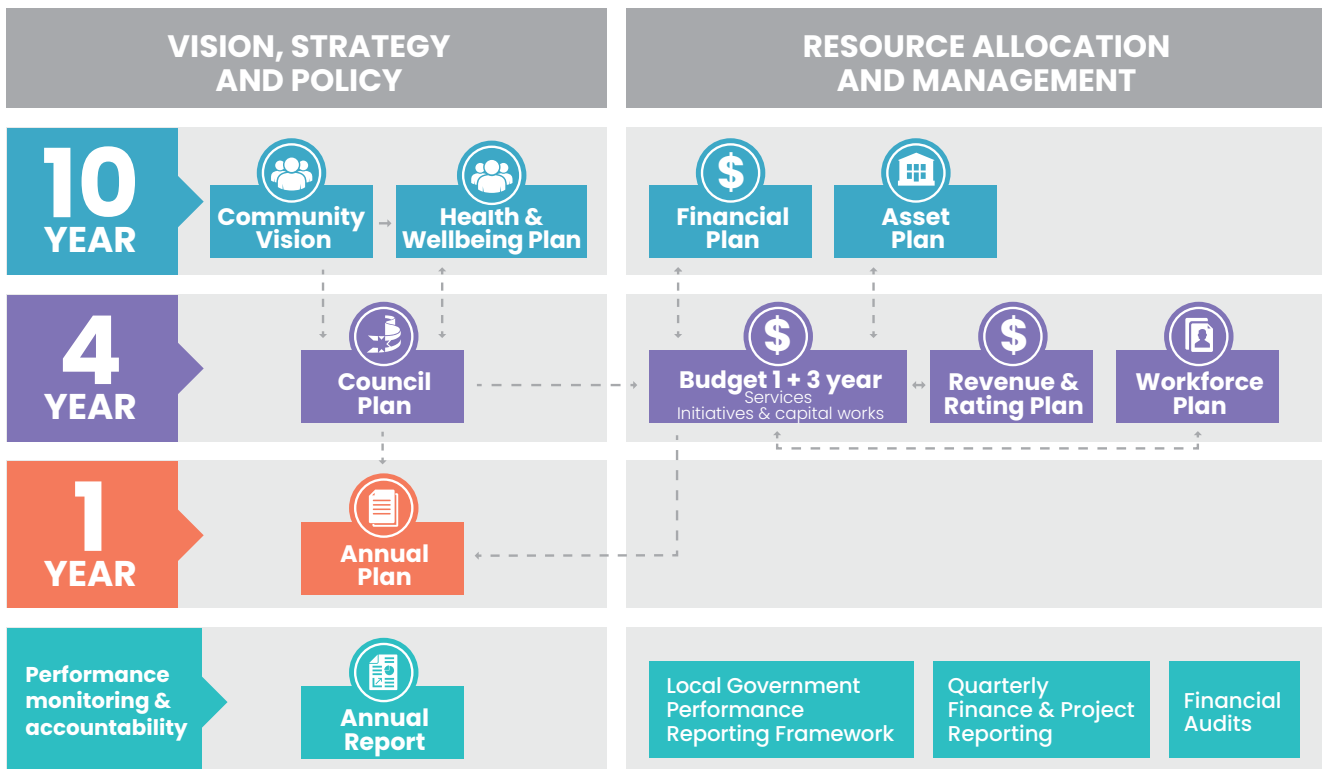
Purpose

The *Local Government Act 2020* requires each Council to prepare a Council Plan for a period of at least four financial years following a general election.

The *Council Plan 2021–2025* outlines our strategic direction for the next four years and details the strategic objectives, initiatives and priorities – as well as the indicators for measuring progress – that will focus our work to ensure we deliver on our *Community Vision 2021–2031*.

The *Council Plan 2021–2025* is a key part of the City of Ballarat’s integrated strategic planning framework as set out below.

> City of Ballarat integrated strategic planning framework



This *Council Plan 2021–2025* captures our community’s vision and priorities that came out of the extensive *Ballarat Our Future* community engagement process and Council’s first deliberative engagement process that involved 50 residents representing the broad diversity of our community.

It has been developed in line with the strategic planning principles within the *Local Government Act 2020* and will be constantly monitored, reviewed, and continuously improved to ensure we continue to respond to and meet our community’s changing needs.

> Annual Plan

In addition to this *Council Plan 2021–2025*, Council will also develop an annual plan which will detail the initiatives, services, infrastructure and amenity – informed by community engagement and funded through the annual budget process – that we will deliver in each financial year.

Aligning with the Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

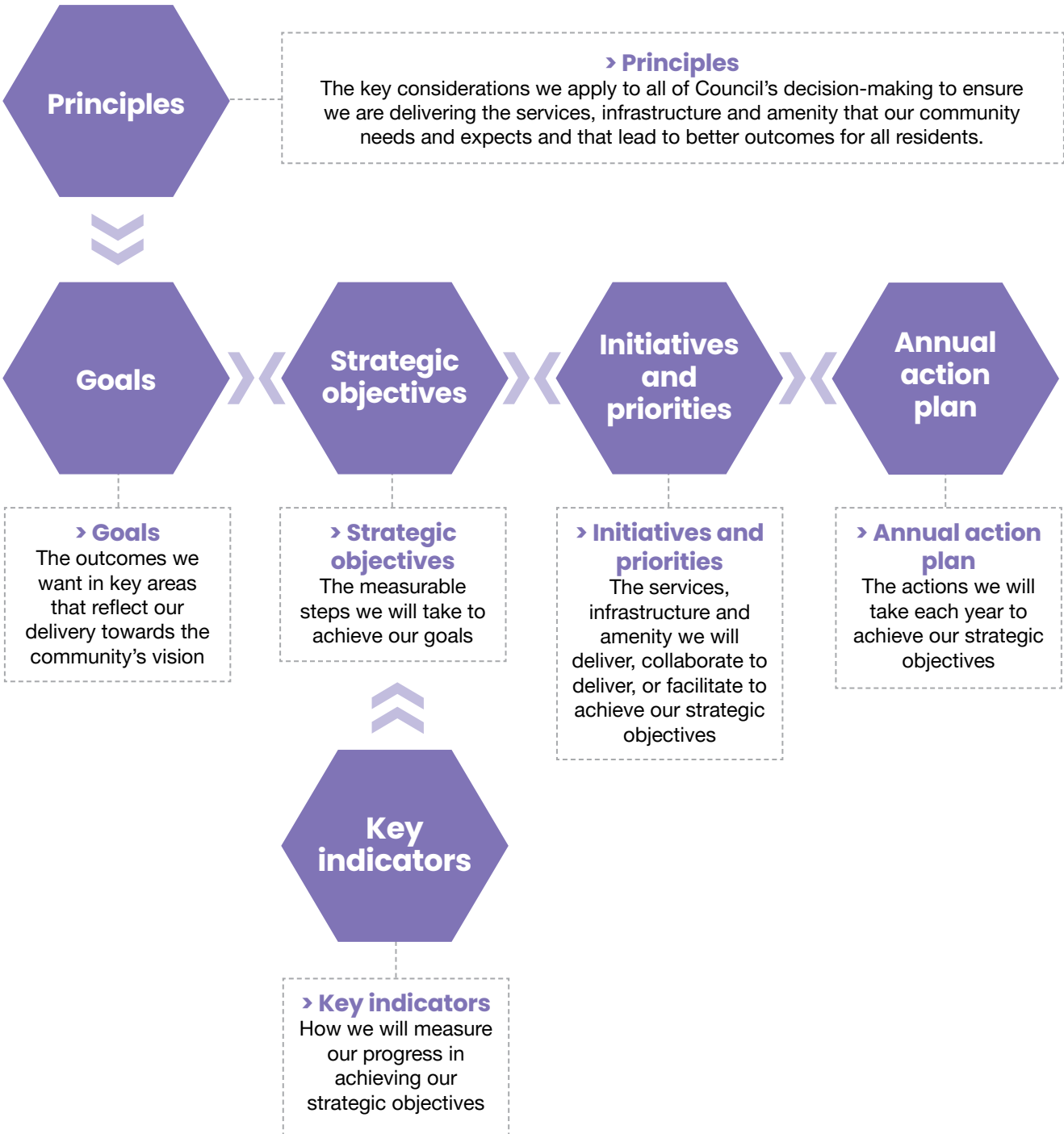
At its heart are the [17 Sustainable Development Goals \(SDGs\)](#), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth, all while tackling climate change.

The City of Ballarat recognises the importance of the realisation of these goals and will use the goals as a reference for future planning.

> We invite all stakeholders within the Ballarat community to partner and contribute to the realisation of these goals.

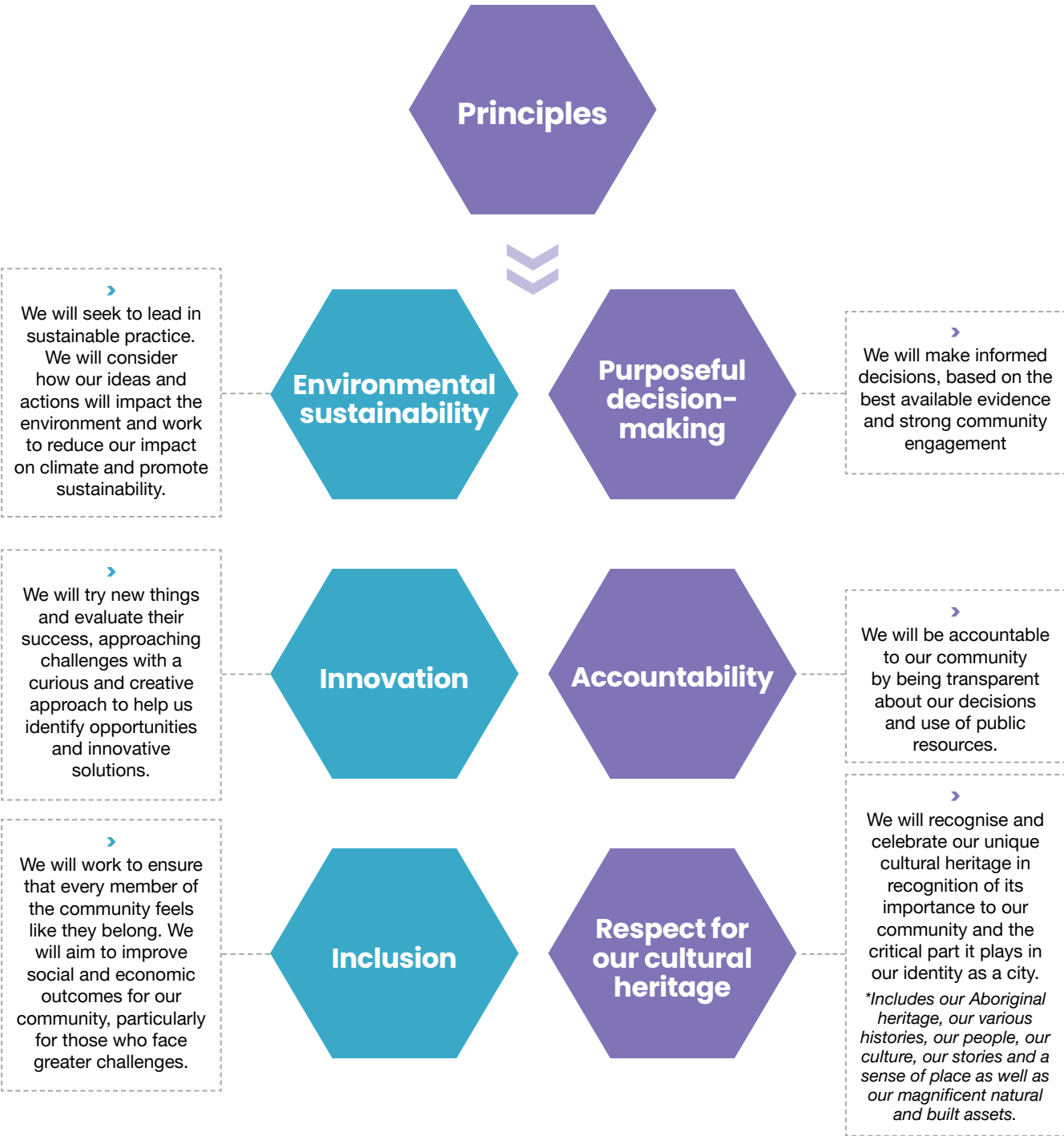


The structure of this Council Plan

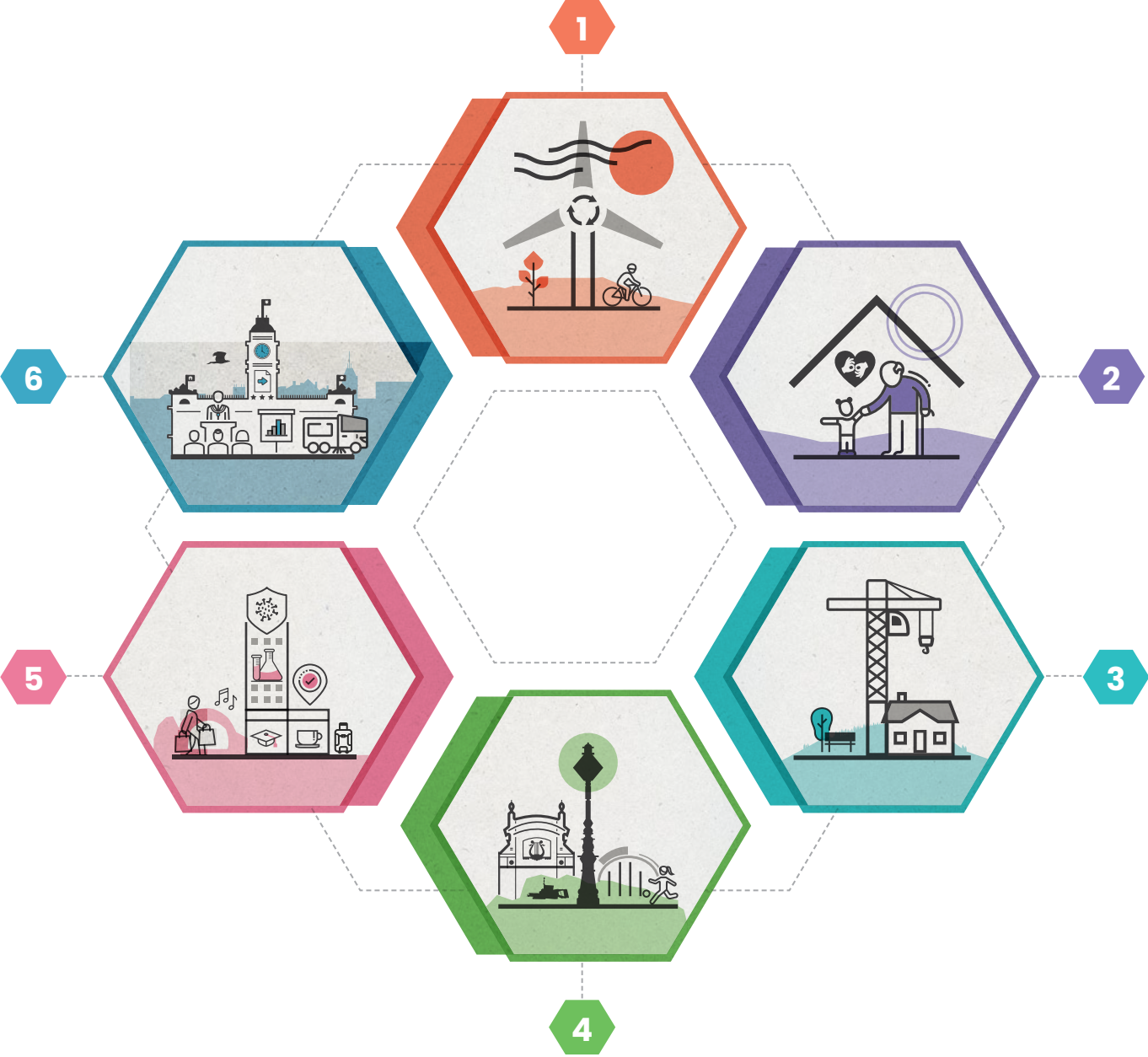


Council’s principles

The key considerations we apply to all of Council’s decision-making to ensure we are delivering the services, infrastructure and amenity that our community needs and expects and that lead to better outcomes for all residents.



Goals 2021–2025



| GOALS | |
|---|---|
| 1. An environmentally sustainable future | 4. A city that conserves and enhances our natural and built assets |
| 2. A healthy, connected and inclusive community | 5. A strong and innovative economy and city |
| 3. A city that fosters sustainable growth | 6. A Council that provides leadership and advocates for its community |



Council's role

To achieve our strategic objectives in Goals 1–5, Council:

> **Delivers**

By leading and mostly funding the delivery of initiatives and priorities


> **Forms partnerships and collaborates**

By partnering with key stakeholders in Ballarat such as member groups and community groups to deliver initiatives and priorities

> **Facilitates**

By assisting others to lead delivery, bringing interested parties together and advocating and promoting our community's best interest and priorities to other levels of government and decision makers



 Walking and riding along the Wallaby Track

Goal 1: An environmentally sustainable future



> **Environmental sustainability, the ability to strike the balance between using resources while preserving the health of the environment and seeking to leave it in better condition than it was found.**

The health of our natural environment is vital in supporting our community’s health and wellbeing, with climate change described by the World Health Organisation as the greatest threat to global health in the 21st century.

The City of Ballarat plays a key leadership role in ensuring our valued natural assets are well maintained and accessible and our biodiversity is retained and enhanced. We cannot achieve this alone, and will continue to engage the passion, skills and knowledge of our community, partners and stakeholders, working together as stewards of our natural environment. In 2018 Council acknowledged the climate emergency and the need for urgent action by all levels of government, including local councils.

As part of our work in improving resource efficiency across our municipality, our focus on reducing waste going to landfill and creating a circular economy will not only benefit the environment, but also generate new jobs and positive social outcomes through opportunities in education, research and development, and innovation.

As one of the highest water consumers in the region, we are focused on reducing our potable water consumption and increasing the use of recycled water through collaborative partnerships. We will continue to encourage and support our community to play a role in conserving this precious resource.

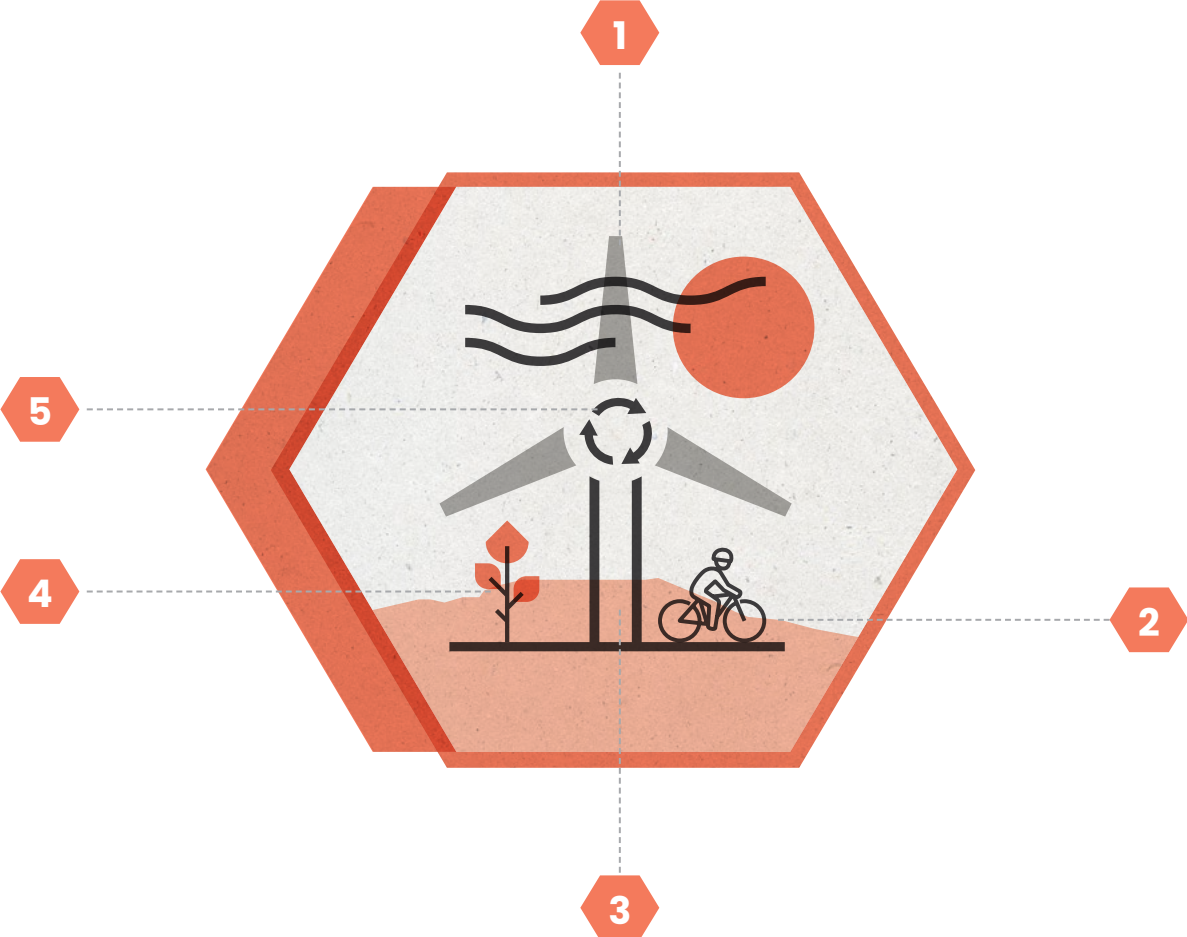
We are delivering initiatives designed to encourage and support our community to move away from car travel to active transport – cycling and walking and public transport. This will not only reduce carbon emissions, but also support our community’s physical wellbeing.

As part of our ongoing commitment to mitigating climate change, our focus is on working towards carbon neutrality by continuing to invest in key initiatives to reduce carbon emissions and working alongside our community to deliver upon our community Net Zero emission target.

The impacts of climate change are being felt, with more frequent bushfires and more extreme weather events. We continue to collaborate with government agencies and stakeholders to strengthen our community’s resilience.



Visually representing some of our strategic objectives



| AN ENVIRONMENTALLY SUSTAINABLE FUTURE | |
|--|---|
| <p>1. Renewable energy <i>The images of a wind turbine and sun represents renewable energy.</i></p> | <p>4. Urban forestry <i>The growing tree represents our urban forest.</i></p> |
| <p>2. Active transport <i>The cyclist on a bike path depicts active transport options.</i></p> | <p>5. Recycling and circular economy <i>Arrows in a circle represent recycling and the re-use of resources in a circular economy.</i></p> |
| <p>3. Ballarat’s natural assets and resources <i>Mount Buninyong. Mount Bonan Yowing, which is said to derive from an Aboriginal word meaning ‘a man lying on his back with his knee raised’</i></p> | |



Our strategic objectives

- 1.1** Transition towards zero emissions
- 1.2** Transition towards zero waste
- 1.3** Support communities to be adaptive and resilient to a changing climate
- 1.4** Provide lower carbon transport options
- 1.5** Improve stewardship of our natural resources and protection and enhancement of our biodiversity
- 1.6** Adopt more sustainable practices in our core business and operations

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...

- Initiatives and priorities from our *Carbon Neutrality Plan* to improve sustainability practices in City of Ballarat's core business and operations
- Waste services aligned to Recycling Victoria's policy and our *Kerbside Transition Plan*
- Continuous improvement in our landfill management practices
- A gap analysis of best practice climate adaptation initiatives with key recommendations embedded into City of Ballarat plans and work practices
- Increased tree canopy cover, improved tree management and replacement planning to ensure ongoing and perpetual tree canopy health
- A capital works program focused on seamlessly connecting paths and trails across the municipality to remove barriers to active transport
- Priority active transport infrastructure from the *Ballarat Cycling Action Plan* and *Integrated Transport Strategy*
- A new strategic policy that lists our natural assets, guides improved management of biodiversity, open space, natural resources and the natural environment across the municipality, and provides for improved connections for people and wildlife
- A review of business practices to better consider the real environmental costs when evaluating projects, contracts and services
- An environmental management system for managing environmental risk and ensuring compliance across all City of Ballarat operations
- A review of business practices to better consider the whole-of-life cycle in City of Ballarat resource and project planning
- Increased focus on design, the use of alternative materials and technology innovation to ensure infrastructure is more sustainable

City of Ballarat’s role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...

- Enhance our community’s knowledge relating to local climate impacts and individual climate mitigation actions
- Reduce litter and rubbish dumping
- Implement priorities from Ballarat’s *Integrated Water Management Plan*
- Progress a circular economy precinct of regional significance
- Support community-driven sustainability initiatives
- Support the implementation of actions in the draft *Grampians Region Climate Adaptation Strategy*
- Report on the state of the environment across the municipality
- Identify and deliver shared natural resources stewardship outcomes with the community
- Priorities from the *Domestic Wastewater Management Plan*

WE WILL FACILITATE...

- A community-driven net zero emissions plan for transition to a carbon neutral municipality, with an aspirational target of net zero emissions by 2030
- The implementation of the *Grampians Regional Roadmap to Net Zero Emissions* to support the escalation of renewables generation and grid stability in western Victoria
- The reduction of waste generated by the community and businesses and the reduction in contamination levels in waste and recycling streams
- The readiness of communities for climate-related weather events and natural disasters
- The implementation of Victorian Government-controlled priorities in the *Ballarat Integrated Transport Action Plan*, including major reforms in public transport and accessibility and major upgrades to transport hubs
- Active transport education with key community stakeholders such as education providers
- The roll-out of commercially-operated transport options such as bike share models to provide more convenience for moving across the city



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **An increase in the number of trees in the City of Ballarat asset management system**
- › **A decrease in corporate emissions**
- › **An increase in behind the meter renewables***
- › **An increase in the number of green spaces**

Community indicators:

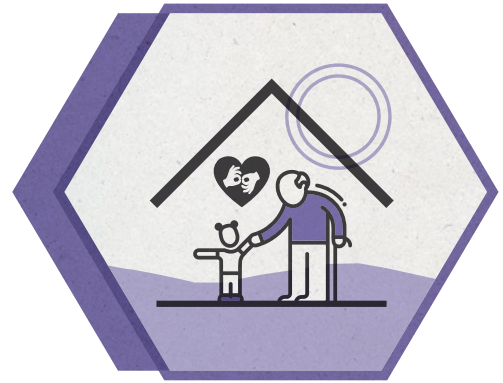
- › **A decrease in municipal emissions**
- › **An increase in diversion rate of kerbside waste**
› *Local Government Performance Reporting Framework*
- › **A decrease in waste consumption per capita**
- › **An increase in usage of key active transport trails**

** behind the meter renewables are energy sources that we utilise on our own facilities to reduce our purchase of electricity*



📷 Learning together at the City of Ballarat Libraries Ballarat branch

Goal 2: A healthy, connected and inclusive community



> A healthy community is one where every member enjoys good physical and mental health, feels safe, enjoys connection with others and has access to excellent health and leisure facilities and services.

It is one that nurtures its children and young people, seniors, values and supports those who are vulnerable, and celebrates its diversity. It is one that embraces learning for all ages, supports every person to be engaged in meaningful work – whether paid or unpaid – and values its volunteers.

The City of Ballarat plays a key role in creating a healthy community for the residents of Ballarat. Together with our community partners, we work to support our community to meet the needs of our growing and changing community and achieve better health and wellbeing outcomes for every resident.

We plan, deliver and maintain inclusive and accessible community infrastructure and public open spaces to enable the provision of high quality services and activities, to encourage active and creative lifestyles, and to increase opportunities for social connection.

We will deliver initiatives to encourage our community to use walking and cycling paths more often and feel safe to do so. We will deliver initiatives designed to ensure our community is resilient in times of climate-induced emergencies, has good access to public transport, diverse and affordable housing and healthy affordable systems.

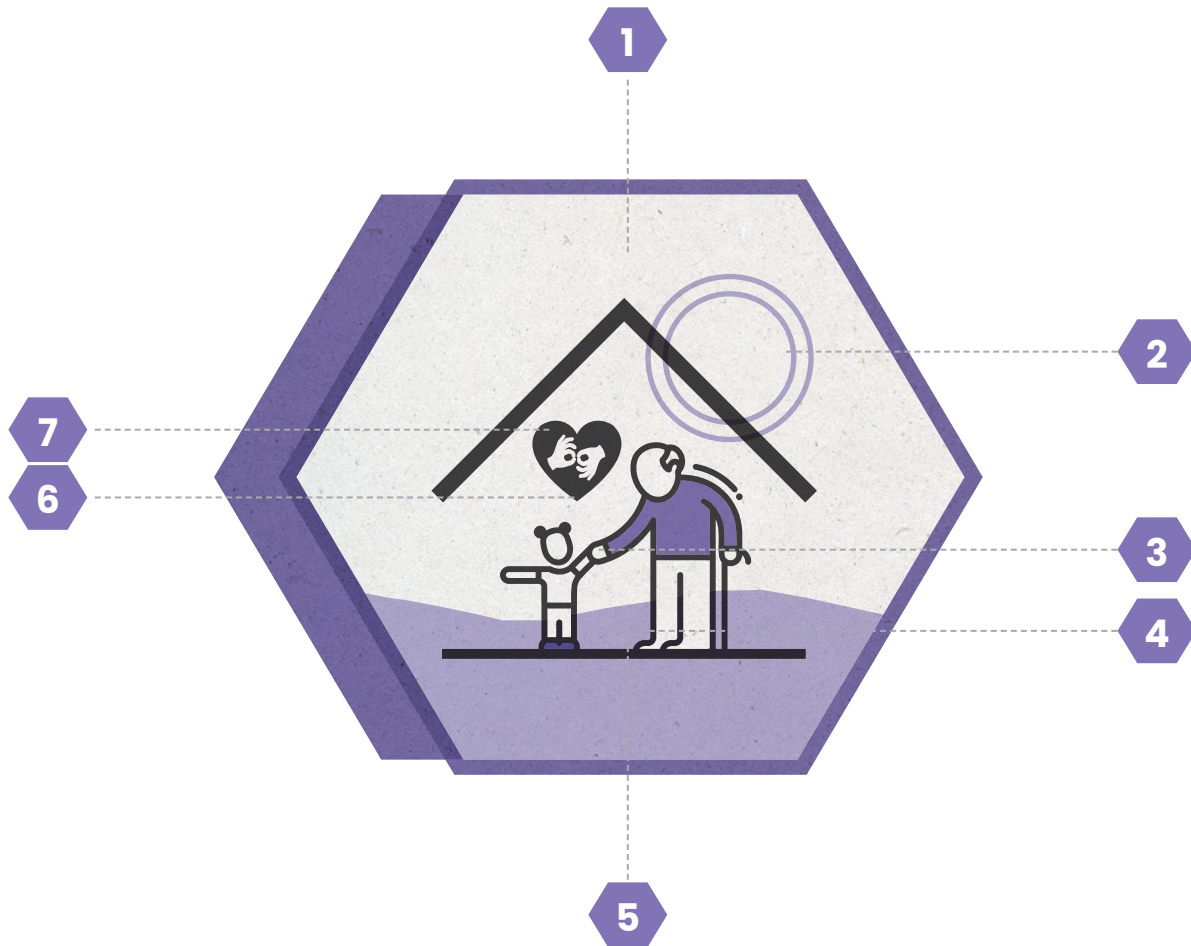
As a community we must recognise and address challenges that impact our health and wellbeing, and use our vast strengths and resources within our community to meet these challenges. We will continue to play a leadership role in working to prevent violence, promote inclusion and celebrate diversity, prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples, increase active living and healthy eating, improve mental wellbeing, and tackle climate change and its impact on health.

Working closely with our key partners and stakeholders, we will continue to monitor and act to ensure more equitable outcomes for our vulnerable communities. We will also work with partners and stakeholders to ensure increased access to and participation in health and social services for all.

> As part of the City of Ballarat's integrated strategic planning approach, this goal is closely aligned with the City of Ballarat's *Health and Wellbeing Plan 2021–2031*.



Visually representing some of our strategic objectives



| A HEALTHY, CONNECTED AND INCLUSIVE COMMUNITY | |
|---|--|
| <p>1. Affordable housing <i>The shelter of a roof over people of different ages and backgrounds represents the need for affordable housing in our community</i></p> | <p>5. Skyline of Lal Lal Falls ('dashing water') <i>One of Victoria's most significant Aboriginal cultural sites. Believed to be the earthly home of Bunjil, the All Father or Creator to most Victorian Aboriginal tribes</i></p> |
| <p>2. Prioritising reconciliation <i>Set of circles representing Aboriginal symbol for community and meeting place</i></p> | <p>6. Creating an accessible community <i>Represented by the Auslan symbol</i></p> |
| <p>3. Social cohesion, connection and partnering <i>Represented by the adult and young child holding hands</i></p> | <p>7. A compassionate city <i>Represented by a heart</i></p> |
| <p>4. Community <i>All ages and abilities</i></p> | |



Our strategic objectives

- 2.1** Provide a socially equitable response to municipal growth and change
- 2.2** Enhance social cohesion, address social isolation and loneliness and support our vulnerable communities
- 2.3** Support and improve community learning, health and wellbeing
- 2.4** Enhance a sense of pride and belonging for all residents
- 2.5** Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples
- 2.6** Provide opportunities for children, young people and families
- 2.7** Support our ageing community
- 2.8** Enhance Ballarat as a diverse, inclusive and compassionate community
- 2.9** Prepare proactively for emergencies and natural disasters

City of Ballarat’s role in achieving our strategic objectives

WE WILL DELIVER...

- An evidence-based *Community Infrastructure Plan*
- The maintenance of City of Ballarat-owned reserves to ensure our municipality is fire ready
- Emergency management initiatives to support community resilience
- Inclusive and accessible infrastructure, services, information, events, activities, programs and initiatives to meet the needs of all community members and celebrate our diversity
- Education and training programs in key areas such as digital literacy to address the digital divide
- Services and programs through the *Ballarat Aquatic and Lifestyle Centre* to support active lifestyles, recreation and social connections
- Prioritised initiatives from our *Health and Wellbeing Plan 2021–2031*
- More quality spaces and infrastructure to support active lifestyles, recreation and social connections
- Initiatives and priorities from our *Public Art Program*
- Initiatives and priorities from our *Precinct Master Plans* to create healthy and safe spaces that are conducive to healthy living and provide green shady spaces for activation, movement and mental wellbeing
- Initiatives and priorities from our *Reconciliation Action Plan*
- Initiatives and priorities from key plans such as our *Municipal Early Years Plan*, *Youth Strategy* and *Libraries and Learning Strategy*
- Develop and implement priorities from a new *Intercultural City Strategic Plan*
- Initiatives and priorities from our *Active Ballarat Action Plan*
- The communication of information in different languages to meet the needs of our changing community
- The formalisation of flooding protections in the *Ballarat Planning Scheme*
- Develop and deliver an *Ageing Well Strategy*
- Priorities from the *Food Strategy 2019–2022*
- Community engagement processes that ensure that community members are informed and involved in decision making that affects them

City of Ballarat’s role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...

- Address local factors that contribute to the vulnerability of residents
- Deliver activities, events and information that support our community working with other levels of government and community groups
- Educate community groups, particularly those with access to City of Ballarat facilities, on their role in helping our vulnerable communities
- Ensure the voices of Aboriginal and Torres Strait Islander Peoples are heard in community engagement and Council’s decision-making processes
- Embed connection to Country in the planning for new community projects, facilities and spaces
- Work towards World Health Organisation Age Friendly Cities and Communities accreditation
- Deliver our *Intercultural Ambassador Program*
- Implement initiatives and priorities from our *Municipal Emergency Management Plan*

WE WILL FACILITATE...

- The development and delivery of advocacy programs on behalf of our whole community
- Increased investment in new social and affordable housing, actively advocating in collaboration with *Homes Victoria*, housing providers and the development community



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **100 per cent of staff to have participated in cultural awareness training**
- › **An increase in participation in library learning programs**
- › **An increase in the percentage of the population that are active library borrowers**
 - › Local Government Performance Reporting Framework
- › **100 per cent of required food safety assessments undertaken**
 - › Local Government Performance Reporting Framework
- › **An increase in the percentage of children enrolled who participate in the Maternal and Child Health service**
 - › Local Government Performance Reporting Framework

Community indicators:

- › **An increase in community satisfaction with community consultation and engagement**
 - › *Local Government Performance Reporting Framework*
- › **An increase in community perception of Ballarat being a safe place to live**
 - › *Source: Community Satisfaction Survey*



 New parkland and homes at Winter Valley on the Ballarat's growing western edge

Goal 3: A city that fosters sustainable growth



> **Attracted to our beautiful city and region and outstanding lifestyle, people are moving to Ballarat in record numbers, leading to a once-in-a-generation phase of growth and change.**

This is being accelerated by COVID-19 and the growing understanding that you can live in a regional area and still have access to jobs, business opportunities and the services you need and want.

The City of Ballarat plays a key role in leading the response to this growth and change to ensure the focus is on forward planning to achieve the future this community aspires to. While a growing population brings increased pressure on our city’s infrastructure, services and character, it also offers opportunities to leverage the benefits of growth for future generations by investing in building on what makes Ballarat special while aspiring to a more sustainable future.

Over the next four years, the City of Ballarat will be focused on delivering initiatives to ensure all residents have access to quality housing in quality neighbourhoods serviced with health, education, employment and other essential services that meet the needs and expectations of our whole community.

Green spaces are a vital part of what makes Ballarat great. We will continue to invest in key open spaces to deliver better quality places for people to sit, play, interact and enjoy the natural environment.

We will focus on ensuring growth in the CBD contributes to a vibrant and thriving heart in our city. We will also focus on ensuring further investment in key brownfield development sites, more balance between the growth of new suburbs and sympathetic growth in established areas, and establish planning controls for new suburbs on the edge of Ballarat.

We expect developments across the municipality to deliver high quality design, create healthy, safe, accessible, environmentally sustainable and people-friendly environments, and ensure our city’s distinctive built heritage and character are respected and enhanced.

SUSTAINABLE DEVELOPMENT GOALS

| | | | | |
|---|---|---|---|---|
| <p>7 AFFORDABLE AND CLEAN ENERGY</p>  | <p>8 DECENT WORK AND ECONOMIC GROWTH</p>  | <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>  | <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>  | <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  |
|---|---|---|---|---|

Visually representing some of our strategic objectives



| A CITY THAT FOSTERS SUSTAINABLE GROWTH | |
|--|--|
| <p>1. City growth <i>The crane represents the development of new growth areas</i></p> | <p>4. Creating green spaces <i>The tree and bench represent a place to sit, play, interact and enjoy the natural landscape</i></p> |
| <p>2. Housing strategy <i>The home symbolises residential areas and neighbourhoods</i></p> | <p>5. Maintain and protect our open spaces and natural assets <i>The tree and bench also represent the open spaces and natural assets the Ballarat region is known for</i></p> |
| <p>3. Mount Warrenheip <i>Wathawarrung: Warrenggeep -meaning “emu’s feathers” in reference to the resemblance of the fern like vegetation coverage which once covered it</i></p> | |



Our strategic objectives

- 3.1** Ensure housing supply, diversity and affordability meets the needs of our growing and changing community
- 3.2** Facilitate opportunities for appropriate infill residential development within the CBD
- 3.3** Ensure urban growth planning delivers high quality communities
- 3.4** Ensure environmental sustainability outcomes are embedded in new developments
- 3.5** Ensure better quality sustainable design outcomes in both City of Ballarat and private developments
- 3.6** Unlock potential in major brownfield* redevelopment sites
- 3.7** Create great precincts and places for people

** brownfield land is any previously developed land that is not currently in use and could be redeveloped*

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...

- A forward-looking *Housing Strategy* to guide planning that meets future community needs
- More transparent reporting on rates and patterns of growth and development to meet community expectations
- Planning reforms and programs to facilitate infill development
- *Precinct Structure Plans* for new growth areas
- A review of environmentally focused planning controls in the *Ballarat Planning Scheme*
- An *Urban Design Framework* for the Ballarat CBD
- An *Employment Land Strategy* to guide long-term land use planning for jobs, industrial and commercial developments
- A review of built heritage controls to assess their capacity to manage the pressures of change
- A review of the *Ballarat Open Space Strategy*, including levels of service and provision
- More transparent reporting on outcomes from investment in open space and natural assets to meet community expectations

City of Ballarat's role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...

- Achieve best practice design in private investments in new growth areas to deliver community benefit
- Reduce potential environmental and health risks associated with contaminated land
- Progress stronger environmentally sustainable development controls into the *Victorian Planning Scheme*
- Progress Ballarat as a design-led city, including the development of a design charter
- Facilitate future planning for opportunities related to the *Ballarat Major Events Precinct*
- Facilitate future planning for opportunities related to the *La Trobe Street Saleyards Precinct*
- Pursue commercial and public private partnership opportunities for development on strategically located City of Ballarat-owned land
- Strengthen the connection to Country and be proactive in conserving cultural heritage when scoping and designing new projects

WE WILL FACILITATE...

- A greater proportion of infill developments to help rebalance growth
- Strategic infrastructure planning for new growth areas where development is to be provided by statutory authorities and relevant private and government organisations



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **80 per cent of planning applications decided within 60 days**
- › **80 per cent of VicSmart applications decided within 10 days**

Community indicators:

- › **A percentage increase of infill development**
- › **A percentage increase of households with access to public transport within 400m**
- › **A percentage increase of households with access to greenspace within 400m**



📷 A heritage street lamp at the intersection of Lydiard and Dana streets, Ballarat Central, looking east toward Mount Warrenheip

Goal 4: A city that conserves and enhances our natural and built assets



> **The City of Ballarat is the steward of a wide range of community assets. It is responsible for delivering and maintaining built assets such as roads, buildings, footpaths, drains, playgrounds and pavilions as well as natural assets such as open space, sports ovals, trees and wetlands.**

Pressure on our city’s existing built assets is increasing as a result of accelerated population growth, an ageing assets base and changing building compliance requirements, while the demand for new and renewed assets is ever increasing.

At the same time, the need to create and maintain green, accessible and vibrant natural assets to meet the needs and expectations of our community as well as conserve and support native flora and fauna is also growing.

The City of Ballarat’s asset management work is focused in several key areas: a focus on existing assets to ensure they are well maintained and continue to serve their purpose for our community; a focus on the renewal of ageing assets; and the creation of new assets to support the future needs of our growing and changing community.

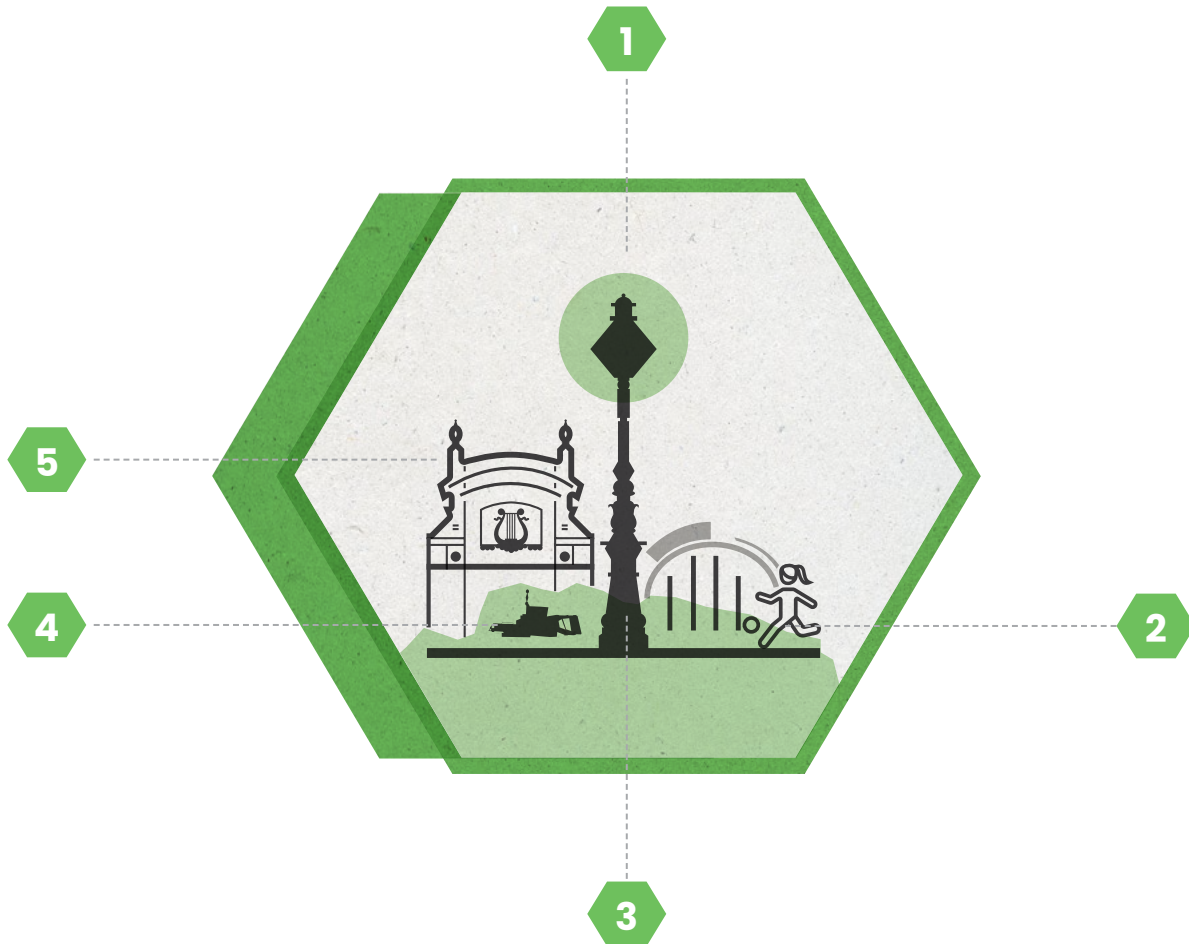
The City of Ballarat funds the maintenance and renewal of existing assets and all new assets through its capital works program. The challenge for the City of Ballarat and the community is prioritising which assets to invest in each year within the limits of finite funds. To improve transparency, Council’s decisions regarding asset prioritisation over the next four years will be informed by new and updated asset management plans which will be developed in consultation with the community by 1 July 2022.

The City of Ballarat is committed to increasing the amount of funding allocated annually to renew existing assets – that is, reducing the asset renewal gap – and providing appropriate levels of service to maintain existing community assets to ensure they are fit-for-purpose and in line with community needs and expectations.

SUSTAINABLE DEVELOPMENT GOALS

| | | | |
|---|---|---|---|
| <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>  | <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>  | <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  | <p>15 LIFE ON LAND</p>  |
|---|---|---|---|

Visually representing some of our strategic objectives



A CITY THAT CONSERVES AND ENHANCES OUR NATURAL AND BUILT ASSETS

| | |
|--|--|
| <p>1. Heritage <i>Represented by a Lydiard Street lamp post: Shining a light on Ballarat's rich heritage</i></p> | <p>4. Maintain our natural assets <i>The Lake Wendouree weed harvester depicts the maintenance of our natural assets</i></p> |
| <p>2. Maintain, enhance and protect our built assets <i>Mars Stadium and footballer symbolises creating great precincts and places for people</i></p> | <p>5. Conserving our built assets <i>Represented by the facade of Her Majesty's Ballarat</i></p> |
| <p>3. Conserve and enhance our natural assets <i>Lake Wendouree foreshore. The name Wendouree comes from a local Aboriginal word 'wendaaree' which means 'go away': a story is told that when settler William Cross Yuille asked a local Indigenous woman what the name of the swamp was, that was her reply</i></p> | |



Our strategic objectives

- 4.1** Reduce the renewal gap for our existing assets
- 4.2** Respect, conserve and celebrate our rich heritage
- 4.3** Deliver quality and targeted capital works projects
- 4.4** Improve, maintain and conserve our open space and natural assets

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...

- Improvements and maintenance on our assets and facilities guided by our *Asset Plan*, condition assessment data and levels of service
- Our annual program of capital works
- Transparent reporting on our planning and delivery of capital works
- Proactive maintenance to meet regulatory requirements associated with power lines, trees and other vital assets
- A targeted capital works program for key open spaces areas guided by adopted precinct master plans
- More transparent reporting on outcomes from investment in open space and natural assets
- Property and land portfolio management policy to ensure Council has options to meet community needs and expectation

City of Ballarat’s role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...

- Identify new funding models for the delivery of capital works
- Work with community groups to improve stewardship of our assets
- Be at the forefront of sustainable infrastructure through design, use of alternative materials and technology innovation

WE WILL FACILITATE...

- Investment in capital works projects across the municipality through targeted advocacy



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **Over 100 per cent asset renewal and upgrade as a percentage of depreciation**

Community indicators:

- › **A decrease in sealed local road requests per 100km of sealed local roads**
› *Local Government Performance Reporting Framework*
- › **An increase in community satisfaction with sealed local roads**
› *Local Government Performance Reporting Framework*
- › **An increase in community satisfaction for 'is Ballarat easy to cycle and walk around in'**
Source: community satisfaction survey



 A giant swan lit up in the Sturt Street gardens, Ballarat central, as part of the Ballarat Begonia Festival

Goal 5: A strong and innovative economy and city



> **Ballarat is fortunate to have a diverse economy, with a strong mix across a range of industry sectors. This offers both resilience and opportunity.**

Originally built on gold mining and manufacturing, our economy is now seeing strong growth in professional services, especially health and knowledge-based industries, as well as in sectors that support our growing population such as construction.

Our inherent creativity and drive for innovation is also evident in the emergence of strong creative sectors and a growing visitor economy.

Ballarat’s economic output is over \$14 billion per annum. It has grown by over 40 per cent in the past decade, which is consistently faster than the Victorian average. While 2020 was a very difficult year for a number of sectors such as hospitality, tourism and the arts, the resilience of our overall economic mix is evident in Ballarat’s COVID-19 recovery. Recovery will continue to be a focus area for the City of Ballarat.

Universities provide a key competitive advantage for communities seeking to create highly skilled workforces, allowing industries to continually grow and transition. The notion of Ballarat as a University Town is a key competitive advantage that will help to drive a highly skilled and vibrant economy that will further support investment attraction into the future.

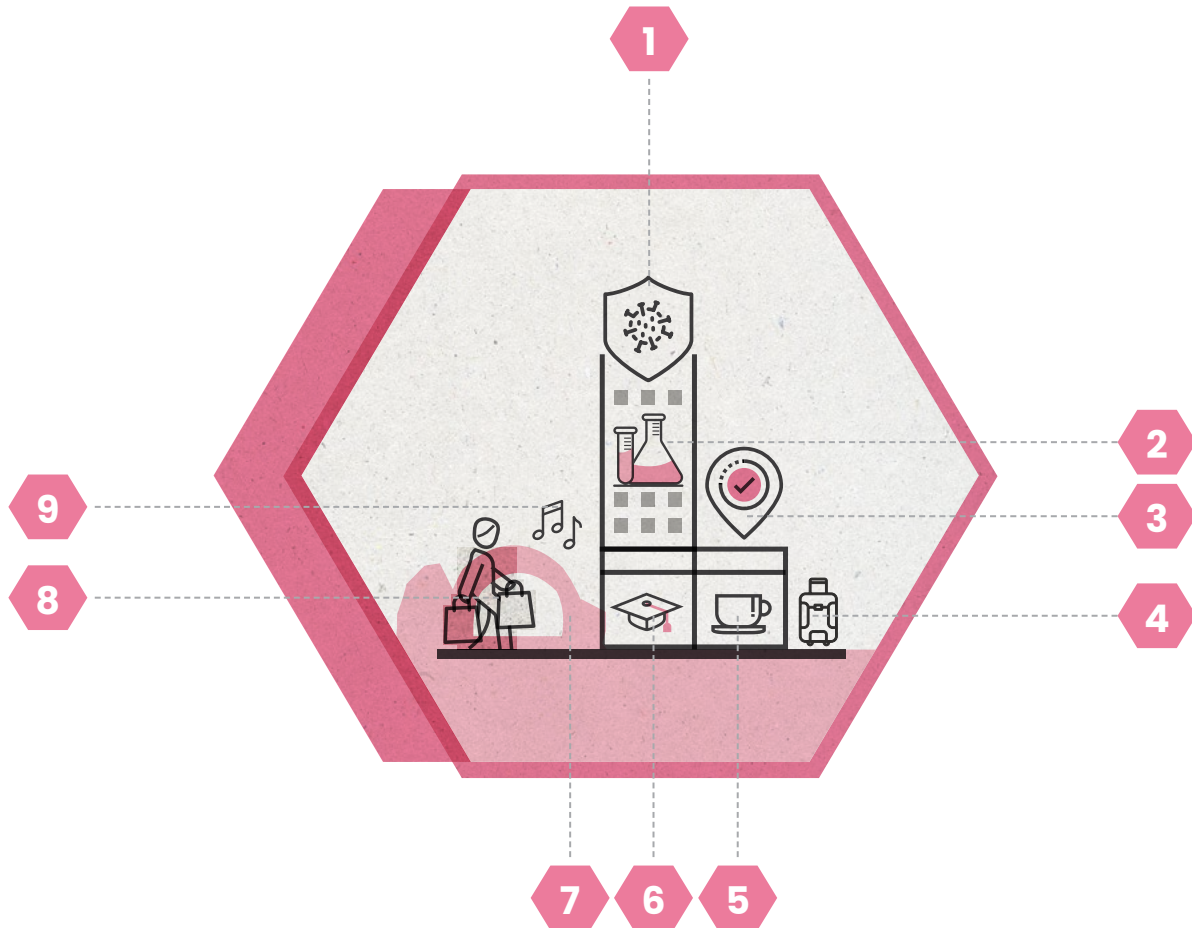
Council plays a key leadership role in supporting Ballarat’s continued economic growth. Our focus is on facilitating more investment that delivers benefits for all residents, such as more jobs and knock-on effects for businesses. We will encourage sustainable economic growth that does not exceed our ecological means, that does not indirectly impact vulnerable residents, and that ensures all residents can share in the growing prosperity of our city.

We will continue to pursue opportunities that will deliver the highest economic impact while supporting our business community to grow and thrive. We will progress our aspiration for a circular economy, and encourage and support businesses to embrace innovation. We will work on urban renewal projects to attract activity and vitality to our streets and businesses. We will market our city as a great place to live, invest, work, study and visit, and will collaborate with key partners to deliver amazing events, visitor attractions and creative institutions and products.

SUSTAINABLE DEVELOPMENT GOALS

| | | | |
|---|---|---|-------------------------------|
| <p>8 DECENT WORK AND ECONOMIC GROWTH</p> | <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> | <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> | <p>15 LIFE ON LAND</p> |
|---|---|---|-------------------------------|

Visually representing some of our strategic objectives



| A STRONG AND INNOVATIVE ECONOMY AND CITY | |
|--|--|
| <p>1. COVID-19 response Shield representing ongoing COVID-19 response across business and wider community</p> | <p>6. Education sector Our strong education sector is symbolised by a graduation hat</p> |
| <p>2. Biomedical innovation Test tubes denote our capacity for biomedical innovation</p> | <p>7. Ballarat as a creative city The silhouette of Murrup Laarr: Grow creative sectors and enhance the reputation of Ballarat as a creative city</p> |
| <p>3. Ballarat as a destination of choice A location marker represents Ballarat as a year round destination of choice</p> | <p>8. Supporting our local business The busy shopper with bags represents support for our local businesses</p> |
| <p>4. Visitor economy A suitcase symbolises our growing visitor economy</p> | <p>9. Delivering amazing events and vibrancy to the CBD Music notes represent the energy brought to our city by our events</p> |
| <p>5. A range of Industry sectors A coffee cup depicts our vital hospitality sector</p> | |



Our strategic objectives

- 5.1** Deliver an ongoing COVID-19 recovery response for businesses and the community
- 5.2** Support local businesses to explore, innovate and adapt to emerging economic opportunities
- 5.3** Actively attract and facilitate new business development and public and private investment to Ballarat
- 5.4** Deliver a comprehensive events calendar to strengthen civic pride and enhance Ballarat's reputation as a destination of choice
- 5.5** Actively promote Ballarat as a year-round destination of choice
- 5.6** Facilitate increased vibrancy in the CBD and other key business precincts
- 5.7** Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...

- Investment in streetscapes and infrastructure in commercial and hospitality areas across the municipality to facilitate increased visitation
- Research, data analysis and stakeholder engagement to identify economic opportunities for Ballarat
- A focused program for attracting investment and an excellent business concierge service to facilitate a stronger business sector
- City of Ballarat-funded and organised events to enhance Ballarat's reputation as a destination of choice
- Active promotion of Ballarat's visitor offering to increase visitor market awareness
- Infrastructure, streetscaping and events programming in the CBD to create vibrancy and attract visitation
- Infrastructure and events programming for our creative institutions to attract visitations and enhance Ballarat's reputation as a destination of choice
- Continue to deliver priorities from our *Creative City Strategy*
- Implement priorities from *2030: A vision for the Eureka Centre to ensure it is a leading national cultural institution*

City of Ballarat's role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...

- Support the leadership development of local businesses
- Secure significant anchor events for our city
- Support the development of visitor infrastructure and experiences
- Realise co-investment opportunities in built form such as heritage restorations and product offerings such as visitor experiences, working with traders, building owners and other businesses in the CBD
- Grow Ballarat's creative infrastructure, programming, skills and talent, working with creative sector stakeholders
- Support investment in local businesses, social enterprises and local employment, and foster local ideas which benefit the community
- Deliver programs that support growth sectors such as the circular and shared economy, renewable energy, industry 4.0 (advanced manufacturing), digital transformation and the creative industries, working with partner organisations across the city and the Victorian and Australian governments
- Deliver a joint advocacy program to attract investment in identified key sectors, working with partner organisations across the city and the Victorian and Australian governments
- Deliver an integrated marketing campaign to encourage the skilled people we need to invest, live, work and study in Ballarat

WE WILL FACILITATE...

- Access to City of Ballarat services and support to maintain business delivery during COVID-19 recovery
- Programs to assist businesses to engage in emerging economic opportunities
- Investment by others in events in our city
- Growth in Ballarat's visitor market share and visitor spend
- Investment in infrastructure and programming in the CBD through active advocacy
- Events and programming that draw on our local creative industries and talent for content
- Growth opportunities across the creative sectors, including businesses and talent
- Investment in the infrastructure needed to support the sectors hardest hit by COVID-19, to realise strategic opportunities for our economy, to realise growth in our visitor economy, to realise greater vibrancy and economic growth in our CBD, and to enhance the reputation of Ballarat as a creative city through active advocacy



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **An increase in the percentage of market share of domestic one day trips and overnight stays vs other major centres**

Community indicators:

- › **An increase in the number of new businesses registered in Ballarat**
Source: Australian Business Register
- › **An increase in the number of creative businesses**
- › **An increase in community satisfaction for 'good local shopping'**
Source: community satisfaction survey
- › **An increase in the number of local jobs**
- › **An increase in Gross Regional Product equivalent to or exceeding State Gross Regional Product**



 Mowing the green lawns of the Sturt Street gardens, opposite Ballarat Town Hall, Ballarat Central

Goal 6: A council that provides leadership and advocates for its community



> Our organisation is a proud workforce of more than 1,000 people, including our volunteers, all committed to achieving the best outcomes for our community.

The *Governance and Culture Review* conducted by Susan Halliday AM into organisational governance and culture at the City of Ballarat outlines a 16-step plan for improvement in these areas.

Our new culture change program, *The Way Forward*, outlines the clear steps we will take to ensure our staff are supported and to ensure improvement in the areas of working environment, behaviours, leadership and governance.

We are committed to ensuring we have in place the appropriate frameworks, policies, and education for staff, providing meaningful detail in the budgeting process to show our community that we are using public resources in their best interests, and clearly outlining what we will do to meet our strategic objectives in this Council Plan.

A continuous service review program will ensure that services are delivered within the service performance principles in accordance with Section 106 of the *Local Government Act 2020*. We are investing in the right tools and systems for our organisation and staff to support the delivery of our more than 80 services. We continuously review these to ensure they continue to provide what we need to serve our community.

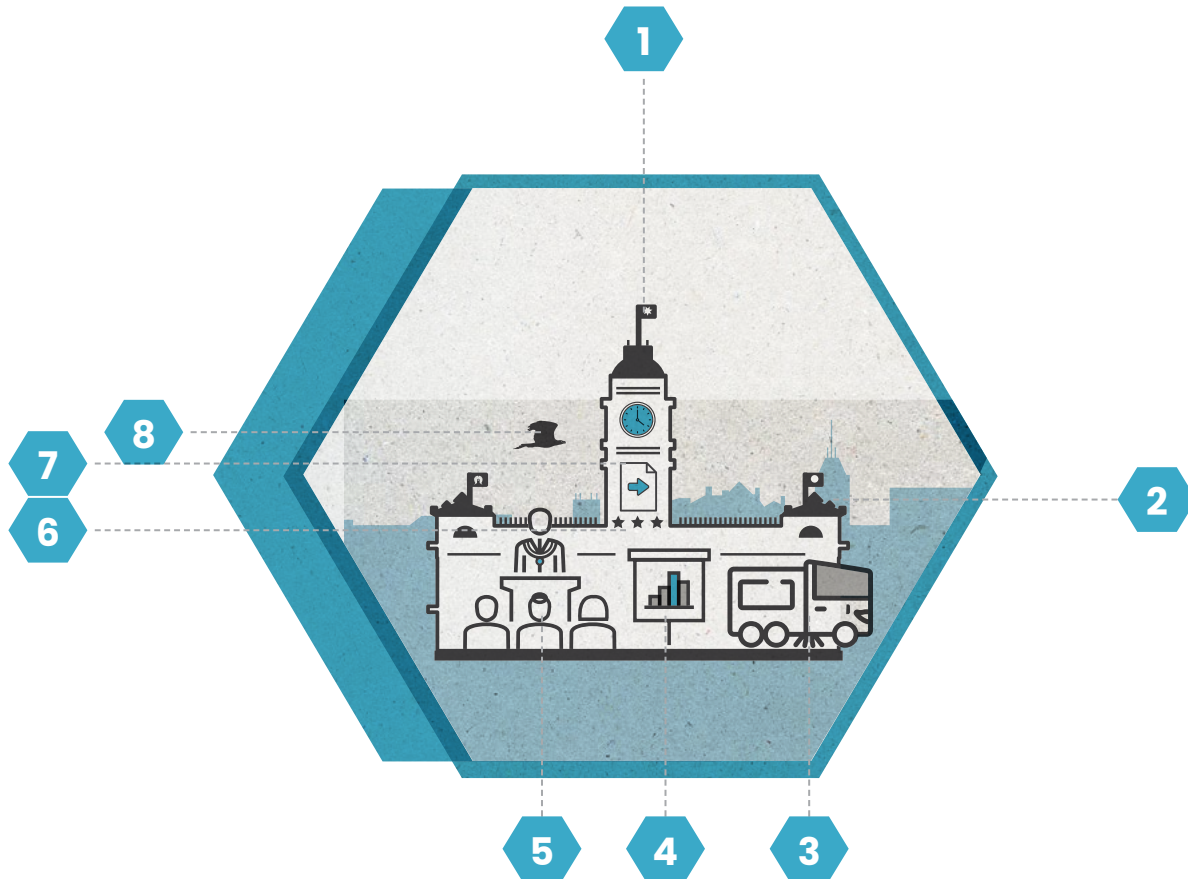
Data is a critical strategic resource that supports our staff to perform their roles effectively by ensuring decision-making based on the best evidence possible. As part of our commitment to transparency we will open up our data to the community.

We are committed to ensuring we have the appropriate systems and processes in place to plan, monitor and deliver our strategic objectives in accordance with Section 89 of the *Local Government Act 2020*. We regularly review our strategic objectives to ensure they continue to meet the needs and expectations of our community.

SUSTAINABLE DEVELOPMENT GOALS

| | | | |
|---|---|---|---|
| <p>5 GENDER EQUALITY</p>  | <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>  | <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>  | <p>17 PARTNERSHIPS FOR THE GOALS</p>  |
|---|---|---|---|

Visually representing some of our strategic objectives



| A COUNCIL THAT PROVIDES LEADERSHIP AND ADVOCATES FOR ITS COMMUNITY | |
|--|--|
| <p>1. Ensure good governance <i>Good governance is symbolised by the Town Hall and Council Chamber</i></p> | <p>5. Working together <i>Our Mayor and councillors represent working in the best interests of our community</i></p> |
| <p>2. Delivery of more than 80 services across Ballarat <i>The broad range of services delivered by the City of Ballarat is represented by the Ballarat skyline.</i></p> | <p>6. Workplace of choice <i>The stars depict our ambition to be a workplace and employer of choice</i></p> |
| <p>3. Ensure the effectiveness and efficiency of Council services <i>A street sweeper symbolises the efficient delivery of our services</i></p> | <p>7. The Way Forward <i>The document with arrow is an image of the process of cultural change we are engaging in through The Way Forward program</i></p> |
| <p>4. Provide staff with tools and resources that allow them to make decisions based on the best data possible <i>The graph represents our use of data and resources to drive sound decision making.</i></p> | <p>8. Advocating for community <i>Wedge-tail eagle: Bunjil the eaglehawk regarded as the spirit creator of the Kulin nations, which include the Wadawurrung and Dja Dja Wurrung People</i></p> |



Our strategic objectives

- 6.1** Ensure the effectiveness and efficiency of City of Ballarat services
- 6.2** Progress the City of Ballarat as a workplace of choice
- 6.3** Advocate on behalf of our community
- 6.4** Ensure transparency and engage clearly with our community
- 6.5** Ensure an innovative and forward-thinking approach to our work
- 6.6** Ensure accountability with public resources
- 6.7** Ensure good governance and leadership

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...

- A rolling service review program for all services
- Continuous monitoring the performance of all services to ensure they continue to meet the needs of our community and provide the best value for money
- Timely provision of data and insights to the organisation and the community to ensure best practice decision-making and transparency
- Continuous review and improvement of our internal systems to ensure they continue to meet the needs of our community and provide the best value for money
- Project management governance to ensure the delivery of projects to scope and budget
- Provide our staff with the right tools, systems and information to ensure they have what they need to provide quality services to our community
- Seeking feedback on the performance of our services through our annual Customer Satisfaction Survey to ensure we continue to meet community needs and expectations
- Investigate new ways of financing key priority projects and services for the community
- Collaborative efforts with other local governments to share and adopt best practice across our services
- Community engagement and involvement of our community in decision-making processes
- Continuously monitored culture change program, *The Way Forward*
- Appropriate education and training to ensure all staff are protected from unnecessary risks
- Appropriate education and training to ensure all staff have the skills they need as emerging trends and innovations continue to impact our organisation

WE WILL SUPPORT OUR COMMUNITY TO...

- Access to digital services to ensure no member of our community is left behind
- Communication through a range of channels in language that is easy to understand
- Transparent reporting on our planning and delivery of infrastructure
- Well planned and executed advocacy campaigns in collaboration with key partners and stakeholders from across the municipality
- Targeted advocacy campaigns to the Victorian and Australian governments for key community priorities




Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **An increase in the number of open data sets released**
- › **An increase in projects using smart technology**
- › **An increase in community satisfaction for community consultation and engagement**
Source: community satisfaction survey
- › **An equal percentage of gender in new employee hires**
- › **100 per cent of staff to have completed mandatory training**
- › **Achieve a low risk rating in four of the seven financial sustainability indicators**
Source: VAGO



 Corner of Sturt and Armstrong Streets, looking north towards the GovHub building, Ballarat Central

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 1: An environmentally sustainable future

1.1 TRANSITION TOWARDS ZERO EMISSIONS

- Invest in key initiatives including methane capture, renewable energy, green vehicles and energy efficiency
- Through the City of Ballarat's Sustainability and Education Officer scope an education strategy to provide for enhanced sustainability outcomes in the community
- Commit to continue our sponsorship of Smart Living Ballarat (SMB) to partner with the City of Ballarat to deliver sustainability education to community
- Develop and implement a project charter and project plan to progress with the *Net Zero Carbon Emissions Plan*
- Attend working groups or other relevant forums to identify opportunities to better support the Grampians *Roadmap to Zero Emissions Plan*.
- Engage with key stakeholders and community to help deliver the Net Zero community emissions target

1.2 TRANSITION TOWARDS ZERO WASTE

- Develop the *Kerbside Transition Plan* commensurate with the state-wide reforms of the *Recycling Victoria Policy 2020*, and in collaboration with neighbouring Councils and the Grampians Central West Waste and Resource Recovery Group (GCWWRRG) to develop viable regional solutions for receipt and processing of materials
- Review and update service delivery master plans for all environmental services in line with state and national policy reforms and updated growth projections
- Modernise and future proof environmental data systems to report against service delivery key performance indicators
- Complete construction of cell one at the Ballarat Regional Landfill and plan for new airspace as required
- Continue with projects that support development of the circular economy
- Work with stakeholders including the Victorian Government and the regional waste group to enhance the knowledge and education of our community with regard to waste and circular economy
- Support the community and business to reduce waste generation and improve the quality and contamination levels of waste and recycling streams
- Identify product stewardship initiatives with local industries
- Identify opportunities for integrated waste management in new housing developments
- Identify opportunities to trial innovation in road construction using in situ materials and recycled materials
- Identify opportunities to trial alternative waste collection and treatment techniques in a new subdivision
- Create a taskforce with key stakeholders to address the issues of litter and rubbish dumping
- Explore waste reduction options for Children's Services program

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

1.3 SUPPORT COMMUNITIES TO BE ADAPTIVE AND RESILIENT TO A CHANGING CLIMATE

- Report on our solar energy output and savings on City of Ballarat facilities, and continue to rollout installations at other sites
- Undertake a gap analysis of best practice climate adaptation embedment into the City of Ballarat's key plans and work practices
- Undertake annual tree planting as per the *Urban Forest Plan* to meet 40 per cent tree canopy cover
- Partner with Central Highlands Water to explore options for use of recycled water at selected sporting reserves
- Develop *Climate Change into Emergency Management Sector Report*
- Develop *Community Garden Policy and Guidelines*

1.4 PROVIDE LOWER CARBON TRANSPORT OPTIONS

- In conjunction with the objectives of the *Integrated Strategic Transport Plan*, identify future capital works that help to best deliver lower carbon transport options
- Deliver planned annual capital projects that expand the city's footpath and bicycle path networks

1.5 IMPROVED STEWARDSHIP OF OUR NATURAL RESOURCES AND PROTECTION AND ENHANCEMENT OF BIODIVERSITY

- Scope a comprehensive *State of the Environment Report* that represents the municipality
- Continue to support environmental and community groups to achieve shared natural resources objectives with the City of Ballarat
- Develop policy guidance on biodiversity and natural resources management

1.6 ADOPT MORE SUSTAINABLE PRACTICES FOR OUR CORE BUSINESS

- Review and update mechanisms to understand and consider real environmental costs when evaluating projects, contracts and services
- Enhance the *Procurement Policy* to enhance sustainability outcomes
- Scope and develop an *Environmental Management System* for managing environmental risk and enhance compliance
- Construct more sustainable infrastructure through design, use of alternative materials and technology innovation
- Pursue road construction techniques with less reliance on virgin quarry materials and more sustainable practices

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 2: A healthy, connected and inclusive community

2.1 PROVIDE A SOCIALLY EQUITABLE RESPONSE TO MUNICIPAL GROWTH AND CHANGE

- Develop and deliver priorities from a four year *Age-Friendly Ballarat Strategy* to ensure our community is accessible for all residents.
- Deliver upgrade to Sebastopol South Kindergarten
- Plan for the development of the Early Parenting Centre
- Implementation of *Active Women and Girls Strategy* initiatives
- Carry out feasibility studies for a future relocated Wendouree Library and Community Hub and a future Delacombe Town Centre Library and Community Hub
- Develop and deliver priorities from a new four year *Municipal Early Years Plan* to ensure our community is inclusive of and accessible for children
- Administer the *Community Impact Grant* and *Strategic Partnership Grant* programs

2.2 ENHANCE SOCIAL COHESION, ADDRESS ISOLATION AND LONELINESS, AND SUPPORT VULNERABLE COMMUNITIES

- Implement the Ballarat Aquatic and Lifestyle Centre inclusion program
- Continue delivery of the *Ageing Well Social Connections* program
- Participate in *Ballarat Community Safety Partnership* and facilitate an internal community safety working group
- Partner with industry, government and across the City of Ballarat to address the systemic and local factors that contribute to the vulnerability of children and families, such as through partnerships with family violence and health promotion organisations and Parent Place
- Provide programs and support through the Ballarat Animal Shelter
- Ensure provision of up-to-date information about services and activities in Ballarat through the establishment of an online community directory
- Review the *Statement of Commitment* to preventing all forms of violence
- Provide safety and amenity perspectives on liquor licence applications

2.3 SUPPORT AND IMPROVE COMMUNITY LEARNING, COMMUNITY HEALTH AND WELLBEING

- Implement year one of the *Libraries and Learning Strategy*
- Implement year one of the *Health and Wellbeing Plan 2021–2031*
- Establishment of *Maternal and Child Health Sleep and Settling* program
- Continue to progress *Food Strategy 2019–2022* priorities
- Implementation of *Active Ballarat Strategy* initiatives

2.4 ENHANCE A SENSE OF PRIDE AND BELONGING FOR RESIDENTS

- Coordinate community engagement for the *Spotlight on Sebastopol* program
- Facilitate stakeholder engagement for the *Strengthening Wendouree* program

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

2.5 PRIORITISE RECONCILIATION WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

- Implement year one of the *Reconciliation Action Plan*
- Recognition through our *Recreation Capital Program* through our flags and *Plaques Installation Plan*

2.6 PROVIDE OPPORTUNITIES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES

- Implement year one of the *Youth Strategy*
- Deliver VicHealth *Creating environments and opportunities for healthy tweens in Ballarat Program*
- Continued provision of Children's Week activities to celebrate and acknowledge our youngest residents
- Provide work placement, work experience and volunteer opportunities through the Ballarat Animal Shelter
- Support the delivery of *Job Skills* for young people
- Delivery of the *Skate and Active Recreation Program*

2.7 SUPPORT OUR AGEING COMMUNITY

- Facilitate co-designed social connections programs through the Ballarat Aquatic and Lifestyle Centre that support and improve the health and wellbeing of residents
- Advocate for Age-Friendly Communities and commence the accreditation process for the WHO Age-Friendly Cities
- Develop and facilitate networks and partnerships in the community to develop opportunities for residents as they age

2.8 ENHANCE BALLARAT AS A DIVERSE, INCLUSIVE AND COMPASSIONATE COMMUNITY

- Develop *LGBTIQA+ Inclusion Plan* and co-ordinate new LGBTIQA+ Advisory Committee
- Implement universal access training and embed in project planning and delivery
- Develop a *Disability Access and Inclusion Plan*
- Update *Social Policy Position Statements* in line with legislation and organisational plans

2.9 PREPARE PROACTIVELY FOR EMERGENCIES AND NATURAL DISASTERS

- Facilitate Ballarat's Municipal Emergency Management Planning Committee
- Undertake fire hazard inspections and other duties as required under the CFA and FRV Act
- Include pets in *Emergency Management Plan*
- Coordinate a series of emergency services displays and expos

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 3: A city that fosters sustainable growth

3.1 ENSURE HOUSING SUPPLY, DIVERSITY AND AFFORDABILITY CAN MEET THE NEEDS OF OUR GROWING AND CHANGING COMMUNITY

- Contribute to affordable and social housing strategies and projects capitalising on opportunities presented by the *Big Housing Build*.
- Develop the *Ballarat Housing Strategy*

3.2 FACILITATE OPPORTUNITIES FOR APPROPRIATE INFILL RESIDENTIAL DEVELOPMENT WITHIN THE CBD

- Develop a *Building Conversion Guide* for shop-top living
- Develop a *CBD Urban Design Framework*
- Develop an *Employment Lands Strategy*

3.3 ENSURE URBAN GROWTH PLANNING DELIVERS HIGH QUALITY COMMUNITIES

- Continued development of required precinct structure plans

3.4 ENSURE ENVIRONMENTAL SUSTAINABILITY OUTCOMES ARE EMBEDDED IN NEW DEVELOPMENTS

- Develop an *Environmentally Sustainable Design (ESD) policy*
- Include Environmentally Sustainable Development principles in precinct structure plans

3.5 ENSURE BETTER QUALITY SUSTAINABLE DESIGN OUTCOMES IN BOTH CITY OF BALLARAT AND PRIVATE DEVELOPMENTS

- Continue to provide CBD streetscape designs including greening, heritage and DDA compliance considerations in consultation with our community
- Establish a Design Review Panel

3.6 UNLOCK POTENTIAL IN MAJOR BROWNFIELD REDEVELOPMENT SITES

- Remediation works for *La Trobe Street Saleyards Precinct*

City of Ballarat’s annual plan 2021/2022 to achieve our strategic objectives

3.7 CREATE GREAT PRECINCTS AND PLACES FOR PEOPLE

- Review and update the *Ballarat Major Events Precinct Plan*
- Complete an update of the *Marty Busch Reserve Master Plan*
- Deliver *My Neighbourhood Capital Program* based on local community priorities
- Coordinate *Community Safety Infrastructure Grant* applications, projects and reporting
- Implement recommendations from the *Right to the Night - Health and Education Precinct* project
- Implement recommendations from the *City Safe Taxi Rank Evaluation and Community Safety Review*
- Promote regulatory compliance to enhance the amenity of the area by acting on untidy property reports
- Deliver a master plan for the Brown Hill Reserve

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 4: A city that conserves and enhances our natural and built assets

4.1 REDUCE THE RENEWAL GAP OF OUR EXISTING ASSETS

- Deliver our 10-Year Asset Plan as per the *Local Government Act 2020*
- Review and enhance the City of Ballarat's asset management framework including development of an updated *Asset Management Strategy* and associated plans
- Review and update the *Building Asset Management Plan*
- Finalise our 10-Year *Community Infrastructure Plan*
- Coordinate the delivery of *2021/2022 Community Infrastructure Program*
- Develop a three-year maintenance program and capital renewal plan based on evidence from the sealed road survey
- Deliver transport related maintenance programs on roads, footpaths and trails as per our *Capital Works Program*
- Combine *Community Infrastructure Planning* and *Asset Management* policies
- Maintain community infrastructure database to support evidence-based decision making

4.2 RESPECT, CONSERVE AND CELEBRATE OUR RICH HERITAGE

- Continue to progress with the Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form heritage controls can better balance heritage and urban change
- Continue to progress World Heritage listing for the Central Victorian Goldfields
- Advocate for funding to deliver on the *Creative City Master Plan*

4.3 DELIVER QUALITY AND TARGETED CAPITAL WORKS PROJECTS

- Plan for and deliver foundational infrastructure to protect Ballarat from flooding and treat our storm water to best practice standards
- Continue to advocate for upgrades to the Western Highway at Brown Hill and Warrenheip to true freeway standard including connection upgrades to Ballarat's local road network
- Advocate for and prepare for an extension of the Ballarat Western Link Road
- Deliver the facilities *Capital Works Program*
- Deliver the *2021/2022 Recreation Capital Works Program*
- Continue the refurbishment of the Ballarat Library

4.4 MAINTAIN AND CONSERVE OUR OPEN SPACE AND NATURAL ASSETS

- Develop a *Fire Risk Register* for City of Ballarat reserves
- Undertake vegetation clearance around electric lines as per the *Electric Line Clearance Regulations*
- Manage trees in accordance with the *Tree Management Plan* and continue to build our database of tree assets capturing condition
- Engage with community groups to deliver shared objectives in natural resource management

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 5: A strong and innovative economy and city

5.1 DELIVER AN ONGOING COVID-19 RECOVERY RESPONSE FOR BUSINESSES AND THE COMMUNITY

- Convene City of Ballarat Pandemic Taskforce as and when required
- Deliver streetscaping and infrastructure works in commercial and hospitality focussed areas to facilitate greater usage (for example outdoor dining) and visitation

5.2 SUPPORT LOCAL BUSINESSES TO EXPLORE, INNOVATE AND ADAPT TO EMERGING ECONOMIC OPPORTUNITIES

- A program of initiatives to support local business to harness opportunities such as a circular economy business program, and a microbusiness support and networking program.
- Provide more flexibility around permits and activities in the community and City of Ballarat land that will attract people to support local businesses
- Undertake an audit of existing social enterprises in Ballarat and develop a plan to support growth in this sector
- Work with partners to develop a *Community Wealth Building Plan* for Ballarat

5.3 ACTIVELY ATTRACT AND FACILITATE NEW PUBLIC AND PRIVATE BUSINESS DEVELOPMENT AND INVESTMENT TO BALLARAT

- Deliver an investment attraction program for Ballarat, supported by an integrated marketing campaign to encourage the skilled people we need to invest, live, work and study in Ballarat

5.4 DELIVER A COMPREHENSIVE EVENTS CALENDAR TO STRENGTHEN CIVIC PRIDE AND ENHANCE BALLARAT'S REPUTATION AS A DESTINATION OF CHOICE

- Develop a *Sports Events Acquisition Plan*
- Deliver our 2021/2022 Events Calendar

5.5 ACTIVELY PROMOTE BALLARAT AS A YEAR-ROUND DESTINATION OF CHOICE

- Implement priorities from the *Visitor Economy Strategy 2021–2024*
- Implement priorities from the *Ballarat Events Strategy 2018–2028*
- Deliver priorities from *2030: A vision for the Eureka Centre*

5.6 FACILITATE INCREASED VIBRANCY IN THE CBD AND OTHER KEY BUSINESS PRECINCTS

- Continue to deliver the *Bakery Hill Urban Renewal Plan*, while assisting traders to take advantage of new opportunities

5.7 FACILITATE THE GROWTH OF THE CREATIVE SECTOR AND ACTIVELY PROMOTE BALLARAT AS A CREATIVE CITY

- Implement priorities from our *Creative City Strategy*
- Survey and measure the number and types of creative businesses in the city in order to measure the impact of the City of Ballarat *Creative City Strategy* implementation

City of Ballarat’s annual plan 2021/2022 to achieve our strategic objectives

Goal 6: A council that provides leadership and advocates for its community

6.1 ENSURE THE EFFECTIVENESS AND EFFICIENCY OF CITY OF BALLARAT SERVICES

- Implement service reviews
- Develop an *ICT Strategy 2021–2025*
- Ensure continuous improvement across the organisation
- Deliver the annual *Customer Satisfaction Survey*

6.2 PROGRESS THE CITY OF BALLARAT AS A WORKPLACE OF CHOICE

- Develop the *Gender Equity Plan*
- Develop the *Workforce Plan* as per the *Local Government Act 2020*
- Implementation of *Gender Impact Assessments* on relevant plans, policies, programs and services
- Deliver the *ICT Capital Program*
- Implement year one of *The Way Forward* program in collaboration with all staff

6.3 ADVOCATE ON BEHALF OF OUR COMMUNITY

- Develop and implement strong advocacy campaigns for community and Council priorities
- Develop and implement strong advocacy campaigns for upcoming elections and budgets
- Continue to apply for grants that will secure external funding for initiatives

6.4 ENSURE TRANSPARENCY AND COMMUNICATE CLEARLY WITH OUR COMMUNITY

- Review *Community Engagement Policy* and associated templates and guidelines
- Review the City of Ballarat online engagement platform *mySay*
- Implement community engagement training for staff
- Investigate options to deliver live capital works information to the community
- Continue to communicate information through a range of different channels
- Continue to release open data and community dashboards

6.5 ENSURE AN INNOVATIVE AND FORWARD-THINKING APPROACH TO OUR WORK

- Continue to enhance our ICT systems
- Continue to develop the City of Ballarat website to better meet the needs of our community
- Pilot smart city technologies that will improve services to the community and business operations

City of Ballarat’s annual plan 2021/2022 to achieve our strategic objectives

6.6 ENSURE ACCOUNTABILITY WITH PUBLIC RESOURCES

- Continue to improve our financial processes and systems
- Improve project management practices, processes, systems and reporting across the organisation

6.7 ENSURE GOOD GOVERNANCE AND LEADERSHIP

- Implement new budget process for the 2022/2023 budget
- Implement corporate planning and performance framework, processes, and systems for the organisation



The Phoenix | 25 Armstrong Street South, Ballarat, VIC 3350
City of Ballarat | PO Box 655, Ballarat, VIC, 3353

 03 5320 5500  ballarat.vic.gov.au

August 2021