

› Domestic animal businesses

68A(2)(c)(ii) Outline programs, services and strategies which the Council intends to pursue in its municipal district to ensure that people comply with this Act, the regulations and any related legislation.
- also addresses 68A(2)(a),(c)(i),(d),(f)

Domestic animal businesses

› Table 2

REGISTERED DOMESTIC ANIMAL BUSINESSES				
	2008/2009	2011/2012	2015/2016	2019/2020
Breeding and rearing	3	3	5	3
Shelters and pounds	1	1	1	2
Boarding	6	6	7	8
Training	0	0	9	8
Pet shops	2	2	3	6

Domestic Animal Businesses are defined by the Domestic Animals Act 1994 as:

“domestic animal business” means

- (a) an animal shelter, Council pound or pet shop; or
- (b) an enterprise which carries out the breeding of dogs (other than GRV greyhounds) to sell, if the enterprise has 3 or more fertile female dogs and the proprietor is not a recreational breeder; or
- (c) an enterprise which carries out the breeding of cats to sell, if the enterprise has 3 or more fertile female cats and the proprietor is not a recreational breeder; or
- (d) an enterprise which trains or boards dogs (other than GRV greyhounds) or cats for the purpose of profit; or
- (e) an enterprise which rears or keeps dogs (other than GRV greyhounds) or cats—
 - (i) for the purpose of profit or sale; or
 - (ii) for a fee or for exchange of services;

There are 27 registered domestic animal businesses with the City of Ballarat with the Ballarat Animal Shelter operating as Council's currently contracted animal pound.

Registered domestic animal businesses are audited both randomly and on receipt of complaints.

Council actively investigates the presence of animal businesses to ensure compliance with the relevant codes of practice and legislation.

> Current education/promotion activities

- Providing information to registered domestic animal businesses.
- Promoting DEDJTR information and codes of practices.
- Advertising new legislation amendments and ensuring that all DAB's within City of Ballarat shire are aware of them.
- Providing an open line of communication with all DABs to assist with any queries or concerns.

> Current compliance activities

- Assisting in emergency evacuation plans.
- Providing positive and constructive feedback post annual audit.
- Annual audits.
- Random audits during peak seasons for businesses.
- Investigating reports.
- Monitoring advertising sites.
- Renewal / Registration process.
- Inspecting suspected unregistered domestic animal businesses.
- Liaising with planning department to ensure planning conditions are adhered to.
- Monitoring media and social outlets for sale of pups without identification.



Our Plans

> Objective 11

Ensure domestic animal businesses are compliant with relevant legislation and codes of practice

Activity	When	Evaluation
Monitor Council's registration database for owners with more than 3 fertile females	Ongoing	Compliance with local laws and related legislation
Encourage de-sexing of animals by reducing registration fees	Ongoing	Relevant registration accepted
Conduct searches for unregistered domestic animal businesses via internet/media/news papers	Ongoing	Relevant action taken

> Objective 12

Identify illegally operated Domestic Animal Breeding Establishments in the municipality and ensure compliance and/or close-down.

Activity	When	Evaluation
Media campaigns to raise awareness of DAB definition and code of practices that must be adhered too. Investigate advertisements of pets for sale	Ongoing	Evaluate number of complaints received and properties inspected.
Audit DAB randomly to ensure compliance	Ongoing	Number of audits compared to number of follow ups required
Assist RSPCA and other government organisation with cross border breeders	Ongoing	Successful prosecution in the magistrate courts



➤ APPENDICES

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Appendix 1

> Other matters

68A(2)(e) Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary

Ballarat animal management emergency plan

Council and the Ballarat Animal Shelter have installed an emergency management plan for the pets and animals in our care during bushfire season, and other local and state emergencies.

The plan involves providing a secure pop-up tent location with the SES information area, and includes dog and cat crates, food and water bowls, food, dog leads, and temporary dog fenced areas. This will enable owners to ensure that they have somewhere to bring their pets if they are required to evacuate.

There will also be a containment zone provided for dogs, cats and/or pocket pets at the animal shelter, for the animals to stay overnight or as long as required for the owners to ensure they are able to deal with other pressing matters during the time of evacuation.

The proposed new shelter design will incorporate housing for both short-term and long-term stock including horses, cows, sheep etc which are required to be evacuated or have lost their current housing due to a natural disaster. This will enable security for City of Ballarat residents to ensure a safe place for their pets to be housed during these emergencies.

> City of Ballarat new Animal Pound Facility project

Council is currently in the process of negotiating the development of a new animal facility. The intent is that the new facility will meet relevant standards and codes to allow for better management and more appropriate welfare for the animals it houses.

The existing building requires ongoing maintenance and does not meet the standard expected for such a highly used facility.

We are developing a feasibility study to assist with this process and have invited all surrounding councils to contribute with any information or requirements they may have.

This is a long-term plan, and we are hoping it will fulfil all the needs and requirements of our fast growing regional city.

The City of Ballarat now manages the pound and shelter with the future of the community in mind and a new regional facility will create a hub of education and opportunity to be outstanding in the field of welfare, strays and emergency boarding facilities.

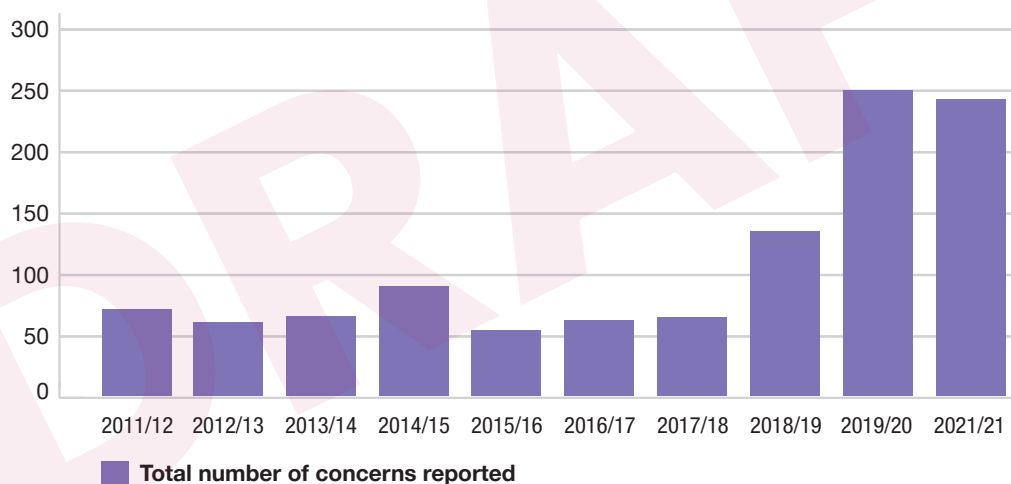
Investigation into animal welfare and cruelty complaints

The city of Ballarat has five (5) authorised POCTA (Prevention of Cruelty to Animal Act) inspectors and has seen a large increase of reported animal welfare concerns. In 2021, a decision was made to start prosecuting matters of cruelty with the Magistrate's Court alongside the dog attacks model.

> Table 8

	Animal welfare concerns reported to City of Ballarat
2016/2017	64
2017/2018	87
2019/2020	246
2020/2021	241

> Animal welfare concerns reported to City of Ballarat



Through social media and education provided to the community from the Animals Services Team, residents are now more confident in reporting these matters straight to Council to get an immediate response locally.

Some concerns that are raised to the Animal Services team are as follows:

- Cruelty to animals i.e. beating
- Neglect i.e. no food or water
- No vet treatment i.e. wounds that have not had medical attention
- Emergencies i.e. dogs caught up in chains, livestock stuck in fencing, dams
- Abandonment i.e. animal left at premises
- Dog fighting
- Puppy farms and illegal breeding practices

Appendix 2 Designated Off Leash Area

On 26 November 2014, the City of Ballarat (**Council**) made an Order under section 26(2) of the **Domestic Animals Act 1994 (Act)**. This Order is effective from 10 April 2015.

422 G 8 26 February 2015 Victoria Government Gazette
NOTICE UNDER DOMESTIC ANIMALS ACT 1994

- Designated Off Leash Area

On 26 November 2014, the City of Ballarat (Council) made an Order under section 26(2) of the **Domestic Animals Act 1994 (Act)**. This Order is effective from 10 April 2015.

1. Revocation of previous orders

All previous Orders made by Council under section 26(2) of the Act are revoked.

2. Dogs must be on leash

The person in apparent control of a dog must keep the dog attached to a chain, cord or leash held by or attached to the person when the dog is in any Public Place in Council's municipal district (other than those in private ownership) unless the dog is in a Designated Off Leash Area.

The following areas are Designated Off Leash Areas:

- Charles Edward Brown Reserve (north-west corner opposite Netball Centre) at 238 Dowling Street, Wendouree;
- Pioneer Park at 5 McKenzie Drive, Wendouree;
- Cuthberts Road Reserve at 164A Cuthberts Road, Alfredton;
- Victoria Park at Russell Street, Newington;
- Gregory St Reserve at 514 and 520 Gregory Street, Soldiers Hill;
- Chisholm Reserve at Crown Allotment 13A Chisholm Street, Black Hill;
- Birdwood Park at Crown Allotment 72A Midland Highway, Buninyong;
- M. R. Power Reserve at 182–198 Grant Street, Sebastopol; and
- Canadian Lakes Reserve at 815 Geelong Road, Canadian (off Canadian Lakes Boulevard).
- Pennyweight Park – Otway Street South, Canadian

For the purposes of this Order:

'Designated Off Leash Area' means any place or part of an area declared by a resolution of Council included in this Order.

'Public Place' has the same meaning as in section 3 of the **Summary Offences Act 1966**.

3. Dogs in Designated Off Leash Area:

- 3.1 Subject to clause 3.2 and 3.3 of this Order, a dog may be exercised off a chain, cord or leash in a Designated Off Leash Area if the person in apparent control of the dog:
- a) carries a chain, cord or leash sufficient to bring the dog under effective control;
 - b) remains in effective voice or hand control of the dog and within constant sight of the dog at all times; and
 - c) does not allow the dog to worry, cause a nuisance or threaten any person or animal.

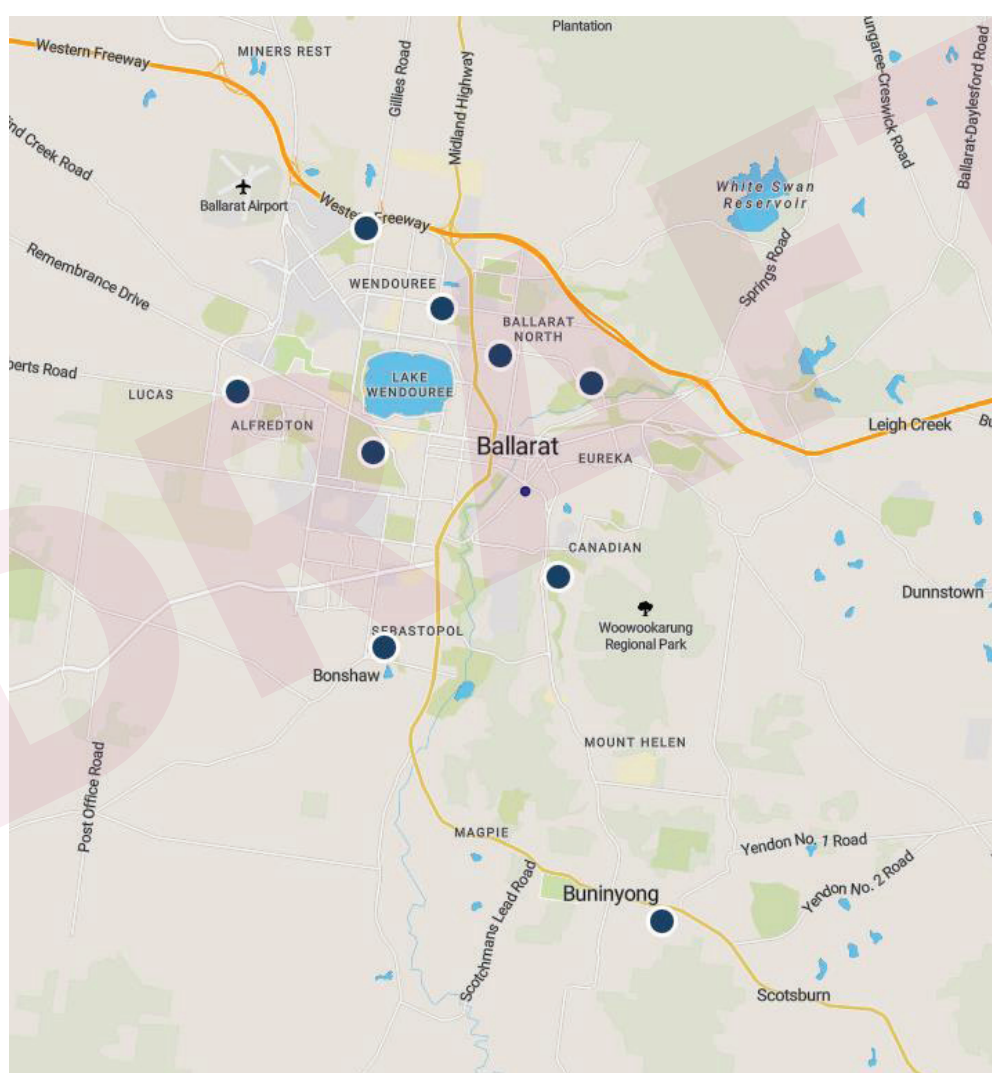
- 3.2 If a dog is off a chain, cord or a leash in a Designated Off Leash Area it must be brought under effective control by means of a chain, cord or leash if the dog is within 50 m of:
- a) the arena or ground of an organised sporting or practice event;
 - b) a children's play equipment area;
 - c) the principal location of an organised public meeting or event; or
 - d) a permanent barbecue or picnic area. Victoria Government Gazette G 8 26 February 2015 423

- 3.3 If a dog is off a chain, cord or a leash in a Designated Off Leash Area it must be brought under effective control by means of a chain, cord or leash if the dog is within 10 m of any shared path, walking track or waterway.

The Order will come into operation from 10 April 2015.

Appendix 2

> Dog off-leash areas - MAP



Appendix 3 **Barking dog fact sheet**



Available on the City of Ballarat website

Appendix 3 Barking dog fact sheet

Problem barking can create difficult neighbourhood disputes. The intermittent and piercing nature of a dog's bark can be very disruptive for close neighbours. A dog's bark can reach 90 decibels.

You may not be aware that your dog is barking when you are not home. It's important to make sure your dog has enough toys and space so they can occupy themselves when you aren't home.

How can I make sure my dog is not annoying the neighbours?



Basic health and welfare

Make sure there is adequate food, water, shelter, yard space, exercise, and companionship for the dog.



Keep things interesting

Have plenty of chew toys for your dog to play with. Raw bones, toys, chew ropes provide good mental stimulation.



Daily exercise

Dogs need daily exercise. A walk each day is essential for good health and good behaviour. A ten-minute walk twice a day will help as a walk past two or three houses gives a great variety of new smells to look forward to.

Larger dogs such as cattle dogs, border collies, and kelpies need more exercise than other dogs. Vigorous runs at an off-leash area help reduce problem barking.



Daily training

Training can be done easily at home. Teaching the dog to come, sit, and stay will help give good boundaries for your pet. You can also contact dog obedience clubs for more formal and intense training.

Available on the City of Ballarat website

Appendix 3 Barking dog fact sheet



My dog is barking how can I help?

Possible causes of barking

When you listen carefully to a dog barking you will hear a variety of pitch, volume, frequency and type. Each of these means something different.

Boredom bark

Dogs are social animals and need companionship. Eight hours is a long time to be home alone when everyone is at work. A bored dog's bark might sound like: "bark...bark...bark..."

Lonely or attention seeking bark

'The family is inside but no one is playing with me' attention seeking bark might sound like: "yap, yap...yap, yap..."

Warning or alarm barking

'There is someone on my property' bark might sound like: "grrr...ruff, ruff...grrr"

Ill health, pain or cruelty bark

Please don't ignore this bark. An 'ouch that hurts' bark might sound like: "yow, yip, yow, yow, yip"

Separation anxiety bark

These barks are usually most intense within half an hour of the owners departing and might sound like: "bark, bark, bark, yip, yip, yip, arrooo..."

Howl

These noises are partly in response to ambulance sirens, may be breed related (Alaskan Malamute, Siberian Husky), or a male chasing a female dog.

Appendix 3 Barking dog fact sheet



Identify barking triggers

Once you've found the barking triggers, they can be reduced or removed. Try using a video or sound recording to see if roaming cats or strange noises are annoying your dog.

Sight barriers

Providing a barrier to a busy street can sometimes remove the dog's need to try to control the situation. Sometimes a doggy door for the dog to retreat inside solves the problem.

Pet minding service

Ask a neighbour to check on your dog through the day or employ someone to walk or play with them.

Aboistop (anti-barking citronella collars)

These work by distracting or discouraging the dog from barking. They are not a permanent solution and can induce fearful behaviour in some dogs.

Pet behaviour counsellor

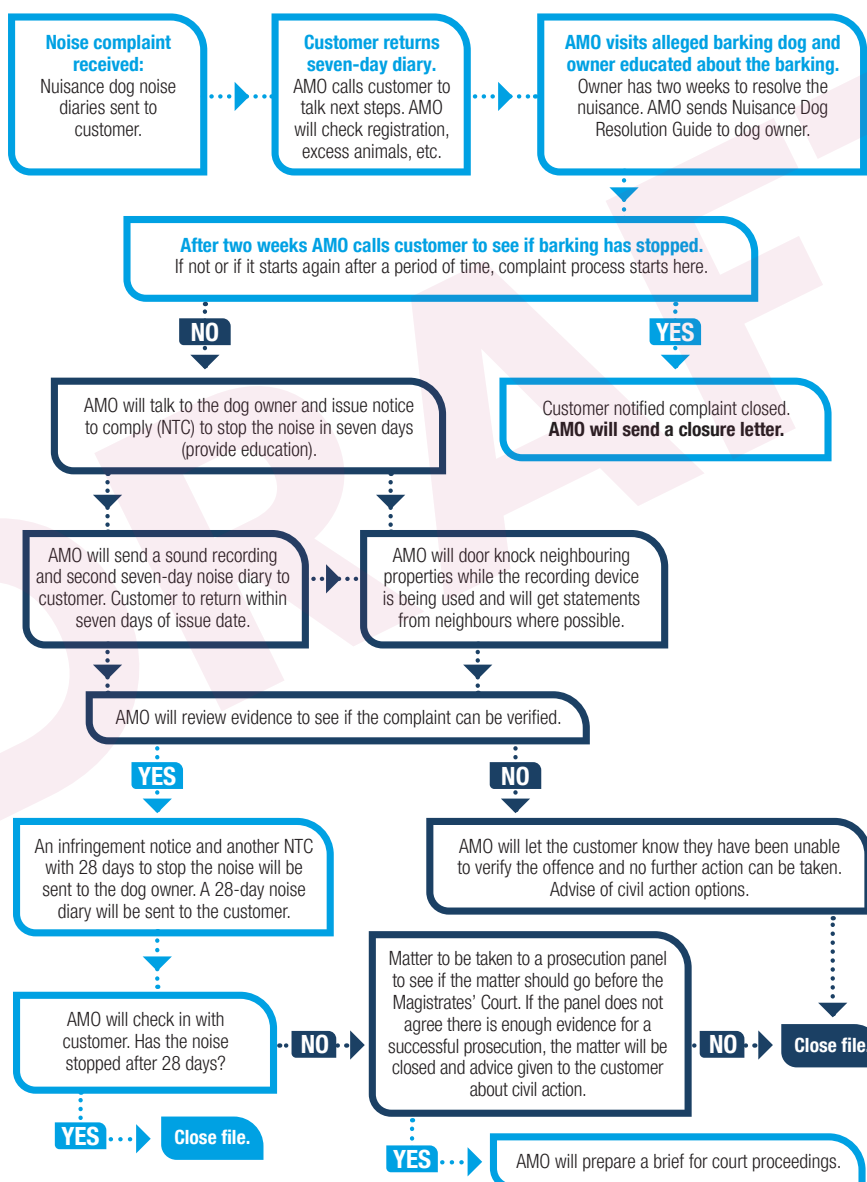
Someone outside the situation can offer workable solutions. Your local vet can recommend a counsellor.

Avoid getting a companion dog

Until you have controlled the first dog's problem, a second dog will often add to the problem e.g. two barking dogs.

Appendix 3 Barking dog fact sheet

BARKING DOG INVESTIGATION PROCESS FACT SHEET



Available on the City of Ballarat website

Appendix 4 Dogs in public places

Where can I let my dog off the lead?

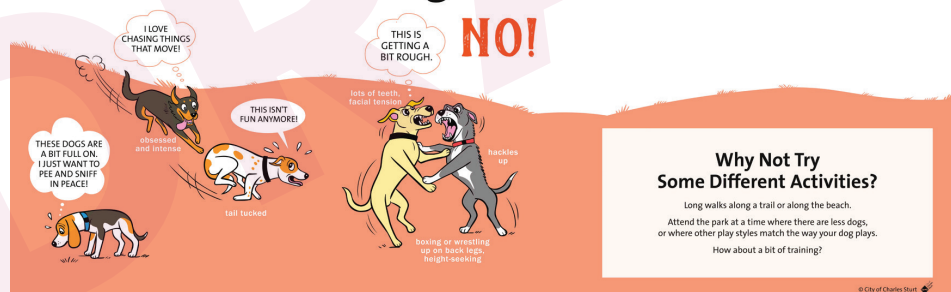
You can exercise your dog in an off-leash area but must maintain effective control. Discover off-leash areas on the map below.

The City of Ballarat has 10 off-leash dog areas:

- Wendouree – CE Brown Reserve Dog Park (Dowling St)
- Wendouree – Pioneer Park (Ring Rd)
- Alfredton – Cuthberts Road Reserve
- Newington – Victoria Park Dog Park (Poplar Ave Newington, off Russell St)
- Soldiers Hill – Gregory St Reserve
- Black Hill – Chisholm St Reserve
- Buninyong – Birdwood Park Reserve (Innes Lane)
- Sebastopol – MR Power Reserve Dog Park (Grant St)
- Canadian – Canadian Lakes Reserve (Canadian Lakes Blvd)
- Canadian – Pennyweight Park Dog Park (Otway St Stn)

For more information visit the [City of Ballarat website](#).

Does Your Dog Want To Be Here?



Does Your Dog Want To Be Here?





Action plan Annual review of plan and annual reporting

As per 68A(3) of the *Domestic Animals Act (1994)*, Council will review its Domestic Animal Management Plan annually to assess whether any amendments are necessary in order to ensure the plan is relevant and can be completed within the required timeframes.

In the final year of the plan, Council will undertake a major review and prepare drafting the next domestic animal management plan for the 2025-2029 period.

› Review Cycle for DAMP

The Domestic Animal Management Plan will be reviewed each year as part of service delivery planning by Council's Animal service's Team. Should there be any issues arising from the DAMP, they will be reported immediately to the Executive Manager of Regulatory service's for further action.

Ballarat City Council will continue to monitor the progress of the DAMP and will conduct a full review every four years.

Gender Impact Assessment Template

We have developed this template to ensure that any policies, programs or services that are being developed or reviewed and are likely to have a direct and significant impact on the public, have undertaken a Gender Impact Assessment.

Conducting a gender impact assessment takes time. You can refer to resources and data sources on the *Access, Equity and Inclusion Hub* to support you with this process. If you need any further help in completing this form, please contact the *Gender Equity Working Group*.

Background

Provide details about the policy, program and service, who is undertaking the assessment and when this occurred or is planned to take place.

1. What is the name of the policy, program or service that you are developing or reviewing?
Domestic Animal Management Plan 2021 - 2025
2. Lead person: **Clare Douglas-Haynes** claredouglas-haynes@ballarat.vic.gov.au
3. Working group members: **Kate Gertners**
4. When was this gender impact assessment undertaken? During the draft stages of the Plan and the community consultation period.

Define the issues and challenge assumptions

Provide details about the aims and objectives of your policy, program or service and consider how gender or other inequalities might shape the issue/s being addressed.

5. What issue/s is your policy, program or service aiming to address?
Promote responsible pet ownership in the community. Government requirement to provide an outline of Councils plans for animal management over the next four years.
6. How does gender or other inequalities shape the policy issue, program or service you are developing or reviewing?

There is mention of the indigenous heritage of Ballarat at the beginning. Low socio economic areas often the main areas of low registration rates, low desexing rates and high stray cat intake rates. Information about emergency boarding for domestic violence cases. Neutral photos being used. Neutral language using the role description 'Officers'. Also terms such as 'their' owners.

Roaming dogs Council trying to avoid issuing infringements and taking on a more educational approach to assist the community by providing education and not penalising those experiencing financial hardship.

Most written communication is via English with little consideration for other languages.

A further understanding of other cultural values when it comes to responsible pet ownership may help Animal Management Officers educate certain populations, especially around sale and advertising of animals. Also, to promote benefits of desexing.

UPTO PAGE 17

Understand the context

Collect and analyse research from a range of sources to create an evidence base about how gender and other intersectional perspectives shape the context. Describe how you collected this information, record key themes, relevant data and list all data collection sources.

7. What research did you do to build your understanding of how gender shapes the context of the issue you are aiming to address?

Gender is not relevant in animal management.

8. What research did you conduct to analyse intersectional perspectives on the policy, program or service you are investigating?

This plan was designed with the entire community in mind, no specific demographic was targeted however with the national cat desexing program the data showed areas with higher numbers of stray cats being brought in which formed the basis for the rollout of the program.

Community consultation on the draft plan is also underway.

9. Resource sources, consultation or stakeholder engagement details.

Consultation period underway. Could provide advice in other languages.

10. In what ways is this policy, program or service likely to have different impacts for different people?

NA

Identified Option

Using the information that you have gathered about the issue and context, list an option for your proposed policy, program or service. If it is likely to have major or far reaching impacts, please provide two options.

If it is smaller in scope, only one option is required.

Aim: To promote responsible pet ownership in the community and education.

Target Audience: General community

Brief description of proposed strategies, activities or design elements:

The Domestic Animal Plan will:

- i. Continue to offer high quality service and education in animal management
- ii. Continue to prosecute non compliance

Recommendation

Please provide your recommendation and rationale for your approach. This should demonstrate how your recommendation meets the needs of people of different genders; addresses gender inequality; and promotes gender equality.

It is recommended that action is taken to deliver the Domestic Animal Management Plan. Additionally, based on findings from the gender impact assessment, it is also recommended that as far as is practical, that action is taken to ensure that the plan remain gender neutral.

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CITY OF BALLARAT
**Ballarat: Our Future
Engagement Report**



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Executive Summary

Ballarat: Our Future was the community engagement campaign undertaken to inform the development of Ballarat's new Community Vision, Council Plan, Budget, Financial Plan and Municipal Public Health and Wellbeing Plan.

A two-stage engagement process was designed. Stage one was a participatory engagement process, aiming to engage a large number of people to canvas general opinion. Stage two was a deliberative engagement process involving a representative Community Panel of 50 residents. An external consultant was engaged to manage recruitment for the Community Panel independently from Council. Seventeen-thousand invitations were sent out to households across the municipality and interested parties were asked to express their interest. People were then selected from the pool of those who had responded to the expression of interest. Panellists were selected to meet demographic goals to broadly match the demographic profile of the municipality. Characteristics considered in the development of the Panel included:

- Age
- Gender
- Ward
- Education level
- Home ownership or rental status
- Identification as LGBTIQ
- Identification as someone with a disability
- Cultural identification (language other than English; Aboriginal or Torres Strait Islander)

There were 1,981 responses (consisting of more than 4,000 ideas) received in Stage one of the engagement process. These responses were sorted into themes. These findings were then further developed by the Community Panel into more tangible recommendations for Council.

Core themes from the engagement process are shown in Figure 1:

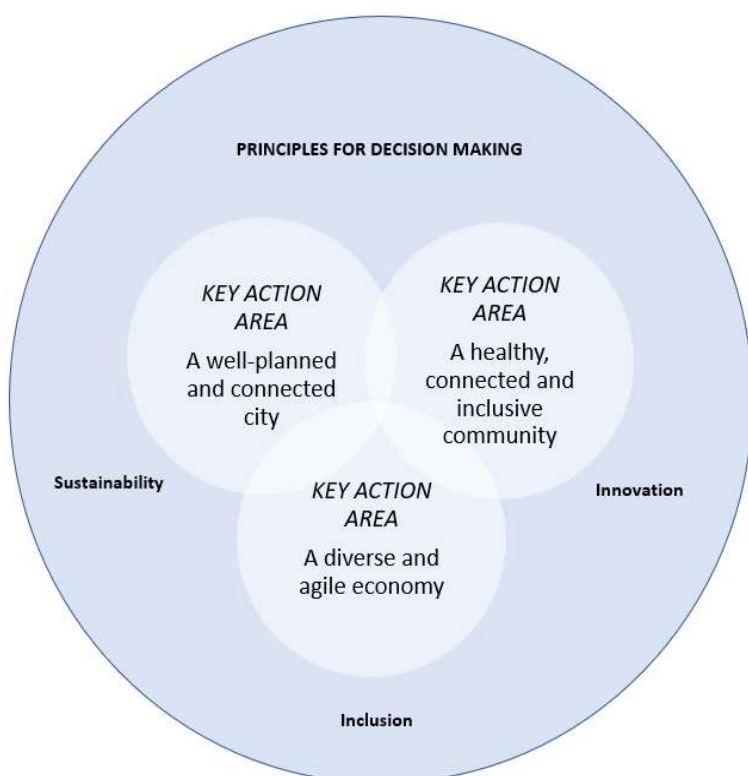


Figure 1: Model for Council action based upon community feedback

Key principles to guide decision-making:

Environmental sustainability – This was a widespread theme. Environmental sustainability-related ideas were raised in all tools, under all topics and by all genders and ages. General sentiment was that Council needs to take a leadership role in this area.

Inclusion - The role of equity and inclusion in creating a liveable community was outlined in feedback received across a range of tools and topics including community, heritage, economy and infrastructure. This was solidified by the Community Panel who elevated inclusion to incorporate it in their overarching Vision statement.

Innovation – There is a desire to try new things and harness opportunities. Challenges should be viewed with a creative eye to identify innovative responses.

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Key areas for action:

A well-planned and connected city – The provision of necessary infrastructure for a growing community was the key sentiment shared by the community through the engagement process. There was a desire to get around the city easily, not only in vehicles but also on bikes, on foot and by public transport. There was strong support for additional active transport facilities and advocacy for better public transport services in recognition of the practical, environmental and health benefits that come from reduced car dependence. There was a clear demand for a range of recreation infrastructure, beyond traditional organised-sport facilities. Community centres, schools, medical facilities, shops, parks, libraries and arts and cultural facilities were also important. Infrastructure should be provided in a timely manner, particularly in new growth areas. It is important, however, to ensure that existing areas aren't forgotten with a desire for equitable access to facilities of similar quality across the municipality.

A healthy, connected and inclusive community - The role of equity and inclusion in creating a liveable community was highlighted. There was recognition of the range of social issues facing the city, including homelessness, lack of affordable housing, family violence, social exclusion and poor mental health. While recognising that Council is not necessarily responsible for addressing all of these issues, there was clear sentiment that Council is a stakeholder and can facilitate better outcomes through policy, partnership and advocacy. The community supported activities that promote inclusion, social connection and healthy lifestyles. There was strong feedback about the need for better active transport and informal recreation opportunities, and support for community food initiatives such as community gardens. Universal design of facilities and spaces was important to ensure inclusivity. There was a desire for more engaged citizens who are active in their communities and the local economy, and that participate in decision-making that impacts them. There was concern about the ability of existing health and community services to meet the need of the growing community. Related to this was support for a second public hospital in one of the growth areas.

A diverse and agile economy - While the economy didn't emerge as strongly as a theme as infrastructure and community, there were strong links between economy, environmental sustainability, health and wellbeing and infrastructure. There is a strong sentiment that existing industries should continue to be supported, but that there are many opportunities arising and that the local economy should be agile enough to harness these opportunities. The opportunity for establishment of stronger links between industry and the tertiary education sector was highlighted. There was a desire for residents to be trained in the relevant fields to work locally. A diverse economy was favoured, with a variety of industries and support for 'big business', as well as small and micro-businesses.

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Introduction

Ballarat: Our Future was the community engagement campaign undertaken for the City of Ballarat's 2021 Integrated Strategic Planning Framework (ISPF). The Local Government Act (2020) requires community engagement to be undertaken for a range of plans that form the ISPF, specifically:

- Community Vision
- Council Plan
- Financial Plan
- Asset Plan
- Budget
- Revenue and Rating Plan

The Act also requires deliberative engagement to be undertaken for the first time for the Community Vision, Council Plan, Asset Plan and Financial Plan. Community engagement is also required for the Municipal Public Health and Wellbeing Plan.

A two-stage engagement process was designed. Stage one was a participatory engagement process, aiming to engage a large number of people to canvas general opinion. Stage two was a deliberative engagement process involving a representative Community Panel of 50 residents.

This Report outlines the methods used to engage with the community, limitations of the engagement process, results and discussion of results. A range of appendices are attached that provide more detailed information.

"We need to have places, spaces and services that acknowledge the changing population's social and health needs, consider the impacts of climate change, connect us with the modern and sophisticated world beyond, but also pay respect to our heritage and regional setting."

"Positioning ourselves in the state as a progressive city that respects the past but values the present and prepares for the future"



"Make everywhere in Ballarat a safe and attractive place to walk or cycle, which will reduce traffic, reduce emissions, stimulate spending in our local economy, and improve people's health"

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Methodology

Stage one

As an exploratory process, a mixed-methods design (Figure 2) was chosen for Stage one of the engagement process. Most questions were open-ended to allow for deep engagement. Some questions were unstructured to allow for the identification of topics of interest to the respondents. Others were framed around the 'golden threads' (Figure 3) that emerged from the City of Ballarat's [Prosperity Framework](#). Community were asked to identify priorities related to the environment, community, economy, heritage and creativity to correspond with the 'golden threads' identified through previous community engagement. A range of quantitative questions were also used to identify priorities amongst a pre-selected group of options, such as a range of health and social issues or a list of priority areas. This allowed for analysis of open-ended questions to be compared and contrasted with results from the quantitative questions (Figure 2).

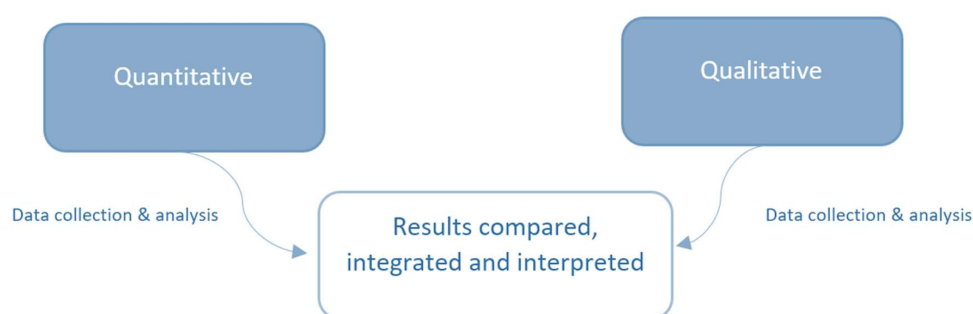


Figure 2: Mixed-methods engagement design

Eight tools were used to collect data over six weeks between February and March 2021:

- Short survey
- Community Priorities Survey
- Kitchen Table conversations
- Group Huddles
- Written submissions
- Facebook contributions
- Community Conversations in the Park
- Points for priorities

The range of tools allowed for people to contribute brief thoughts and priorities or to provide longer responses of greater depth. Responses could be given online, in hard-copy written form, via email or Facebook, and face-to-face with Council and/or with friends and family. All tools are included in [Appendices B to G](#).



Figure 3: The Golden Threads from City of Ballarat's Prosperity Framework

Stage two

Stage two of the engagement process involved the development of a broadly representative Community Panel (Panel) to take the results of the first stage and create tangible recommendations to Council.

The Community Panel participated in three sessions over ten days. Sessions involved a range of activities which included working alone, small group work and large group discussions.

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The first session provided an orientation for the Panel about how the process would work, what the group needed to achieve and time for the Community Panel members to get to know each other. During this session, a baseline survey was conducted to understand Community Panel member knowledge and trust in Council decision-making processes. Panel members also discussed their 'rules of engagement', which described how they would work together respectfully throughout the sessions.

In session two the Panel received important information to support the creation of a draft working Vision statement. This information included the Stage one community engagement findings, including the key themes:

- Infrastructure
- Growth and development
- Environmental sustainability
- Community and equity
- Economy

Panel members then participated in a series of small group discussions with Council Officers from relevant areas of Council to discuss Council's role in that theme and work already underway. The Panel then worked in small groups to describe their aspirations for the city. A group of four Panel members worked to draft a Community Vision statement based upon the outcomes of the small group discussions. The remaining Panel members took part in theme-based conversations where they developed ideas for action, objectives and measures.

The final session provided an opportunity to revisit and finalise the working Vision statement. The Panel also worked to prioritise draft focus areas for action under each theme. The final activity involved the Panel presenting their recommendations to Councillor and Executive representatives from the City of Ballarat.

Limitations of the engagement process

There were several limitations to the engagement process. The process was an opt-in process which results in participation from those who are aware of the process and motivated to share their ideas. The engagement design aimed to address this in part by promoting the process widely and using a variety of tools and data collection methods to appeal to different preferences. There were also incentives for taking part in Kitchen Table Conversations and Group Huddles, and the Community Panel.

The engagement process was designed to allow maximum participation through a variety of tools and methods. There was no requirement for respondents to register personal details. There are trade-offs in using such a flexible design. Although more people are inclined to participate, less demographic data is collected such that it is not possible to provide a hard number of participants or to analyse demographics from all tools. There is also the likelihood that a small number of people shared their ideas across multiple tools.

The engagement process included significant qualitative data collection. Analysis of qualitative data is subjective. This was partially addressed by having several people to undertake analysis of some components of the data. The use of a Community Panel also tested the analysis from Stage one of the engagement process. The Community Panel feedback matched strongly with the Stage one feedback.

Due to the limited time frame for engagement process design and data collection, it was not possible to engage well with schools and early learning facilities to engage with children. They are therefore under-represented in the study cohort. This was partly addressed by seeking input from some representative groups including the Youth Council. Data from [recent engagement](#) with children (aged from two to 13 years), and a 2020 engagement with the Youth Council was considered in the development of advice to Council.

A high volume of responses (1,300+) were received over a matter of days on one tool (Points for Priorities – Infrastructure). Investigation revealed this to be a result of an advocacy effort to provide a new animal shelter. This incident skewed the data from the Points for Priorities tool. This was evident as the animal shelter did not appear as a priority project in the other data sets from other tools. To deal with the implications of this, data received during the peak traffic period identified as being linked to the advocacy efforts was set aside and remaining data analysed. The animal shelter project was noted as an infrastructure project that has significant support from a part of the community.

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Participation

Stage one

Number of participants

There were 1,981 responses received in Stage one (excluding those responses resulting from the animal shelter advocacy). More than 4,000 ideas were received. The number of responses for each tool is shown in Table 1. The Short Survey and Points for Priorities activities were the most popular for individual responses. Both tools allowed people to share their priorities in only a couple of minutes. A range of individual responses were also garnered from the comments on a Facebook post written by The Courier on February 5, 2021. The Community Conversations in the Park were face-to-face sessions in community parks. Two sessions were run in each electoral ward. These were not well attended with 75 participants over six sessions. Sessions were rescheduled multiple times due to a COVID snap lockdown. This initially prohibited meetings of any type and then resulted in gathering limits. The rescheduling is likely to have caused the poor turnout. Summaries of Community Conversations are shown in [the appendices](#).

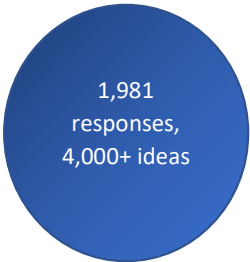


Table 1: Number of responses by tool

Short survey	434
Long survey	171
Kitchen table conversations	224
Group Huddles	77
Submissions	458
Facebook comments	88
Community Conversations	75
Points for priorities	454
TOTAL	1981

There were multiple opportunities for informal and formal groups to provide feedback. The Kitchen Table Conversations were designed to be used by small groups of family and friends and 224 people took part in these conversations. Although only broad demographic data was collected, it appeared that this was popular with family groups with demographics within conversations appearing to show participation over multiple generations (i.e. parents and children, and elderly participants and adult children). Group Huddles were designed for more formal groups to provide feedback about their opportunities, challenges and priorities. Eight submissions were made, representing 77 people. Submissions were received by an additional 18 formal

groups representing an estimated 458 people. A list of submitters is included in [Appendix A](#) and a summary of group feedback is included in [Appendix H](#). The Points for Priorities tool was a quick tool that asked people to allocate up to 200 points to the Council services and infrastructure they valued the most. The infrastructure option received significantly more responses than the services option (1,812 and 454, respectively). This was the result of a large amount of traffic coming directly from a single Facebook post to the infrastructure Points for Priorities page. In terms of estimating the number of responses that would have been received on this tool without the direct link, the response to the services option was used.

Estimates of participation are conservative. Where the number of people represented by a group submission was unknown, an arbitrary value of 20 was applied. This is likely to be an under-estimation. The number of responses to the Points for Priorities tool is also likely to be under-estimated as 454 responses were received for the services section alone. It is likely that there were a number of people who only completed the services or infrastructure sections and therefore actual participation of individuals may have been higher.

Demographics of participants

As mentioned earlier, solid demographic information was collected only for those who responded to the Short Survey or the Community Priorities Survey.

Women were over-represented, comprising 60 per cent of the sample, compared with 37 per cent of men. One per cent of people identified as non-binary or self-described and two per cent preferred not to say (Figure 4). In terms of representation from different age cohorts, people aged 35+ years were over-represented in the survey samples

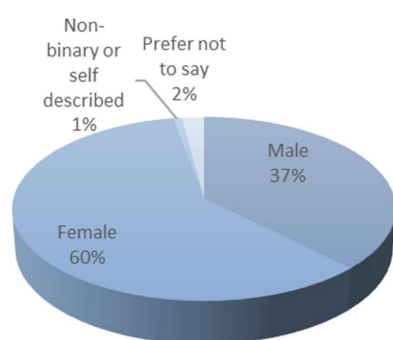


Figure 4: Gender of respondents

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(Figure 5). Those aged 5-11 years, 12-17 years and 18-24 years were under-represented. This was partially addressed via written submissions by the Youth Council, a class of Federation College and the Climate Action Co-op who were aged 12-24 years. The Kitchen Table discussions also included more young people and children, as many appear to have been completed by family units.

The Aboriginal and Torres Strait Islander community were well-represented, comprising 3.9 per cent of survey respondents, compared with a population proportion of 1.4 per cent. Further engagement was also undertaken with the Aboriginal community at the Ballarat and District Aboriginal Cooperative and the Koori Engagement and Action Group also made a written submission. People who speak a language other than English were also well-represented, comprising 11 per cent of the sample compared with a population share of 5.3 per cent.

Geographically, areas were grouped as they appear on the Census data platform used by Council, Profile id. There was lower representation from Sebastopol-Redan, Wendouree and Delacombe than the composition of the population would expect. This was partly off-set by submissions made by the Spotlight on Sebastopol Reference Group and the Kitchen Table conversations which included a number of people from Sebastopol-Redan and, to a lesser extent, Wendouree. It is likely, however, that there was a lower representation across the board from Wendouree, Delacombe and Sebastopol-Redan. There was a lower representation from the Rural East but an over representation from the Rural West, suggesting that rural residents were well represented in the survey samples.

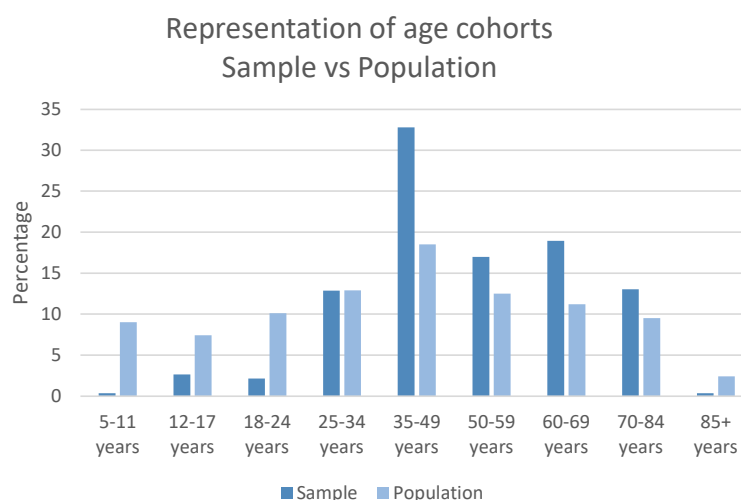


Figure 5: Representation of different age groups of survey respondents vs proportion of population per age group

Stage two

An external consultant was engaged to manage recruitment for the Community Panel independently from Council. Seventeen-thousand invitations were sent out to households across the municipality and interested parties were asked to express their interest. One-hundred and ninety-two people expressed interest in being a part of the Panel.

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These people were then selected to meet demographic goals to broadly match the demographic profile of the municipality. Characteristics considered in the development of the Panel included:

- Age
- Gender
- Ward
- Education level
- Home ownership or rental status
- Cultural identification (language other than English; Aboriginal or Torres Strait Islander)
- Identification as someone with a disability
- Identification as LGBTIQ+

Fifty people were selected to take part in the panel process. Demographic characteristics of the Panel are shown in Figure 6.

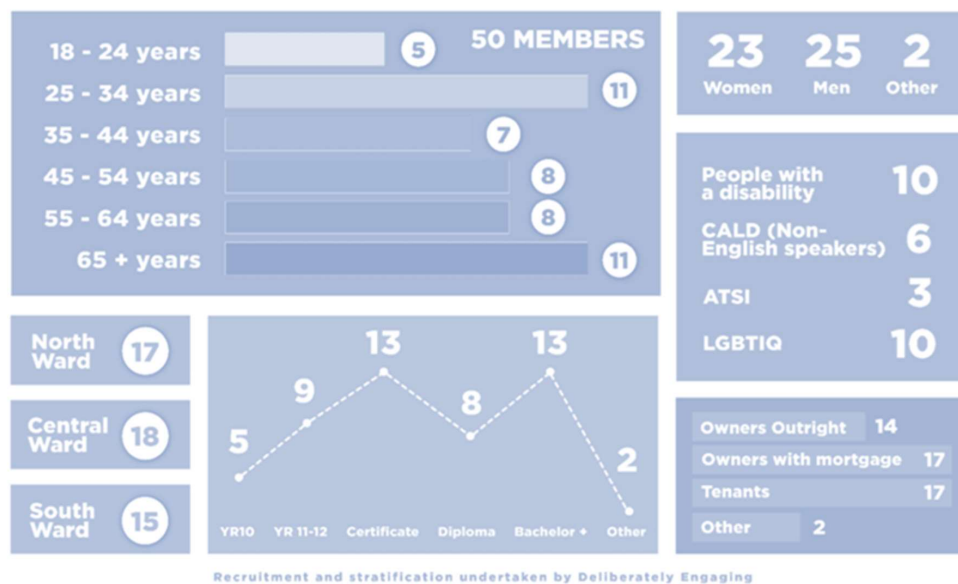


Figure 6: Demographic characteristics of Community Panel

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Results

Stage one

Ranking of ‘Golden Threads’

The first stage of the engagement process was structured around the ‘golden threads’ of Council’s Prosperity Framework. This provided a quick snapshot of community priorities and allowed respondents to identify anything that they felt was missing.

This ranking question was asked in the Short Survey and the Community Priorities Survey. As shown in Figure 7, ‘our future sustainability’ was considered the most important of all five threads.

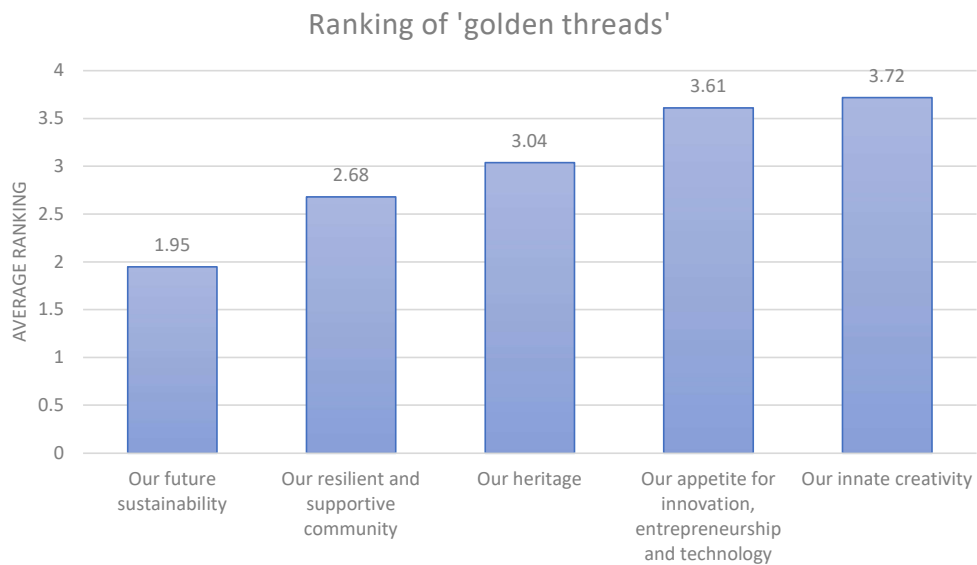


Figure 7: Ranking of 'golden threads' (1 = most important; 5 = least important)

Respondents were asked if anything should be added to the ‘golden threads.’ There were a lot of infrastructure-related comments indicating that this was a topic that some respondents felt wasn’t strongly enough emphasised. Health, equity and inclusion were other topics raised by respondents. There was a desire for recognition of the health and social issues (such as family violence and entrenched disadvantage) facing the community and the

“Climate change is the only issue that will be of any importance by 2031. We need to be getting busy now reducing emissions, growing renewable energy, making housing sustainable and climate appropriate.”

strengths that could be harnessed in the community to create better outcomes via grass-roots community development initiatives. A range of comments were made regarding Council operations. There was a desire for transparency, easy engagement with Council staff, community engagement and strong financial management. Safety was raised by some respondents with reference to road safety and family violence.

Core themes

The core themes emerging from the engagement are shown in Figure 8.

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Figure 8: Core themes from the engagement process

Infrastructure

The most frequently cited responses to unstructured questions related to the provision of infrastructure and growth and development (34 per cent of total unstructured responses). As previously stated, the Community Priorities Survey was based around the five 'golden threads' of the Prosperity Framework. While infrastructure itself is not a 'golden thread', infrastructure-related responses were received to questions across all five areas, consolidating infrastructure provision as a stand-alone theme.

The most mentioned infrastructure was related to traffic management and the provision of pedestrian and cycling infrastructure. Public transport infrastructure was frequently mentioned. Recreation infrastructure was also a priority with an emphasis on informal recreation infrastructure as opposed to facilities for organised sport. Preferences for investment included bike trails, play spaces with toilets and shade, gardens, parks and nature reserves and water parks. Recreation options for young people were also highlighted. Community infrastructure (including libraries, community hubs, arts and cultural facilities, housing and health facilities) were frequently mentioned.

"Infrastructure to support our expanding city and population. This includes roads, public transport and hubs or precincts for shopping and services"

This data was supported by the Points for Priorities tool. Infrastructure priorities in descending order of importance were:

1. Waste management
2. Roads, drains, bridges and footpaths
3. Arts and cultural facilities
4. Buildings and related facilities
5. Ballarat Animal Shelter
6. Major facilities that promote tourism or events
7. Sport and recreation facilities
8. Aquatic facilities

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“Planning for growth. Ensuring infrastructure is provided ahead of requirement - roads, kinders, sport, libraries”

Growth and development was a sub-theme of infrastructure. Respondents were concerned about the nature of development. There was particular concern about urban sprawl. People were generally in favour of more infill development (with appropriate height limits) rather than continued sprawl of the city. There was a desire for compact neighbourhoods where people could get to work, education, recreation, shops and services within an easy and short trip. People expressed concern about the timely delivery of necessary infrastructure to service new communities including schools, roads, medical facilities, cycling

networks, shops, public transport, community centres, green spaces and recreation facilities. There were also concerns about food and water sources for a growing city. Environmentally sustainable development was important with ‘green’ planning standards and the protection of ecological assets, farmland and heritage.

Project ideas for the ‘infrastructure’ theme are included in [Appendix J](#). Project ideas for the ‘growth and development’ sub-theme are included in [Appendix K](#).

Sustainability

Accounting for approximately 16 per cent of unstructured responses, environmental sustainability was the second-strongest theme to emerge from the Stage one engagement. Respondents felt that the State and Federal governments were too slow to act and looked to the Council to lead in this space by prioritising carbon neutrality and sustainable development. They suggested investment in sustainable industry and a circular economy and wanted a collaborative approach with neighbouring municipalities. They expected Council to recognise and harness the economic, social and health benefits of sustainable action. Ideas for action included:

- Sustainable urban design, planning and development
- Protection and enhancement of the natural environment and promotion of biodiversity
- Waste management
- Clean energy opportunities
- Accelerate tree canopy goals
- Growing of food – protect agricultural land and encourage urban food growing

In the Community Priorities Survey, respondents were asked for ideas that would work to value and protect our natural environment and address the impacts of climate change. Themes of responses to this question are shown in Figure 9. While most categories are self-explanatory, the ‘miscellaneous’ and ‘Council operations’ categories require more explanation. Activities categorised as ‘miscellaneous’ included community education and awareness-raising; encouraging community stewardship of natural assets; loosening regulations for small scale eco-adaptations such as water tanks and becoming energy-independent; and using regulatory tools to enforce the protection of natural assets. The Council operations category relates to ideas such as the development and implementation of relevant strategies, greater human resourcing for environment-related services, and conversion of Council services and facilities to more energy-efficient options.

“I would like to see Ballarat become a champion of sustainable development - a world-leading example of development that takes into consideration reduction of emissions across energy use, transport, and all other sectors and minimising the effects of climate impacts”

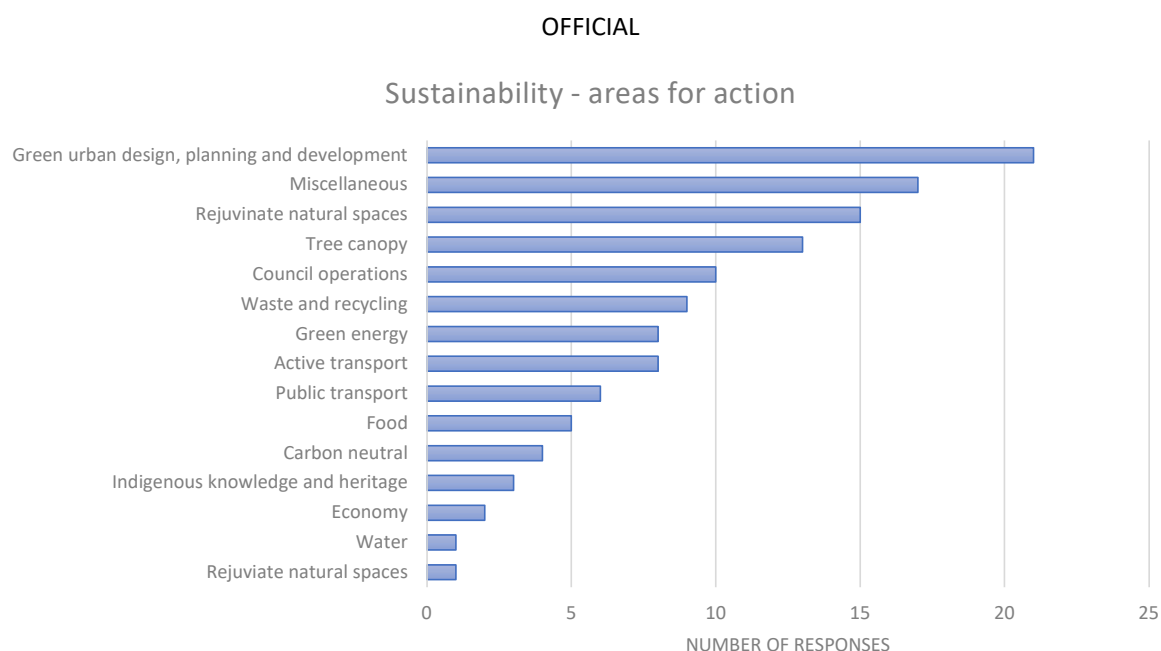


Figure 9: Areas for action under the theme of environmental sustainability

Environmental sustainability was a topic that emerged through both structured and unstructured questions. Environmental sustainability was raised when people were asked questions about economy, heritage, health, infrastructure provision and growth and development. It was ranked the most important of the five 'golden threads' and climate change was ranked as the most important health and social issue from a list of 16. Addressing climate change and its impact on health also ranked number one of the State government's ten health and wellbeing priorities. Environmental services, climate change-related services, waste and recycling and emergency management were four of the top five service priorities identified in the Points for Priorities tool.

Project ideas for the 'sustainability' theme are included in [Appendix L](#).

Community

Community-related ideas accounted for approximately 14 per cent of unstructured responses. When respondents were asked to rank the 'golden threads', 'our resilient, supportive community' was rated the second-most important behind 'our future sustainability'. Respondents also stated that the 'golden threads' didn't emphasise community-related concerns enough.

"Keep people socialising to help gain a sense of community. This is what keeps Ballarat feeling like a big country town, a strong sense of community."

Ensnared within the 'community' theme are topics such as health services and infrastructure, community engagement, social and economic inclusion, health issues and social issues such as homelessness and unemployment.

In the Community Priorities survey, respondents were asked to provide their ideas for promoting a healthy, resilient and supportive community. These responses were categorised as shown in Figure 10. The diversity of responses is shown by the list of categories and the fact that the largest category is 'miscellaneous'. This category included suggestions for Council to give greater consideration to the social impacts of decisions, to promote social wellbeing and do its part in addressing social issues at their core. There were also several comments in relation to emergency preparedness, perhaps in reflection of the 2019/2020 bushfire season and the COVID-19 pandemic. Other ideas related to the support of local social enterprise or volunteer-run organisations. Nutrition and food-related suggestions formed the second-largest category. These ideas largely related to growing of food (particularly

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community gardens), promotion of healthy food in retail outlets and the support of local food producers and markets. Events, better health and community services and urban design to promote healthy lifestyles round out the top five categories of responses.



Figure 10: Areas for action under the theme of community

Respondents wanted to see increased infrastructure to assist people to live healthy lives including:

- Passive recreation infrastructure to allow a diverse range of activity
- Active transport infrastructure to increase walking and cycling
- Community infrastructure to encourage opportunities for people to meet and share interests
- Food growing infrastructure to ensure a local food supply and benefit from the social connection opportunities that arise with such activities.

Adequate health and community services were important too, with interest in a second public hospital, mental health facilities and alcohol and other drug rehabilitation services. There was interest in addressing some of the broader determinants of health, particularly housing, education and employment. People wanted an active community where people took an interest in their neighbourhoods and participated in Council decision-making. There were also many comments about access and inclusion for a range of community sub-groups including the homeless, Aboriginal and Torres Strait Islander residents, people from a range of cultural backgrounds, LGBTIQ+ people, people with disabilities, children, older people, young people and women.

"Our diversity - we celebrate all walks of life, inclusiveness and the spectrum of outlooks and lived experience that everyone can bring to our community"

Other common topics raised as priorities to create a healthy, resilient and supportive community included:

- Action on climate change and environmental sustainability
- A focus on young people as a particular group in need of support and engagement
- Events and programs to promote physical and mental wellbeing and social connection

Respondents were asked to select their top five priorities from a range of health and social issues. The top ranked issues (in order of priority) were (Figure 11):

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1. Climate change
2. Mental health and wellbeing
3. Prevention of family violence
4. Environments that promote active living

These results echo the results outlined under 'environmental sustainability' and 'infrastructure' in terms of addressing climate change and urban design to promote active living. Comments about mental health and family violence had been made a few times but did not emerge as a priority itself until this question was asked.

Ranking of health and social issues

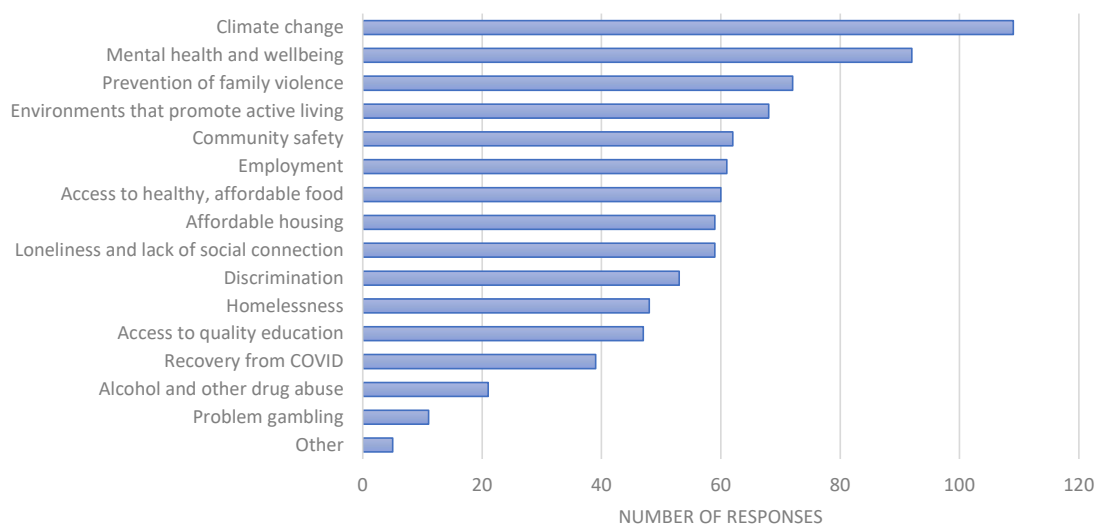


Figure 11: Ranking of health and social issues

When asked to rank the Victorian health and wellbeing priorities from one to ten, rankings were similar (Table 2):

1. Preventing all forms of violence
2. Tackling climate change and its impact on health
3. Improving mental wellbeing
4. Increasing active living

Table 2: Average ranking of Victorian health and wellbeing priorities (1 = most important; 10 = least important)

Issue	Average rank
Preventing all forms of violence	3.27
Tackling climate change and its impact on health	3.48
Improving mental wellbeing	3.57
Increasing active living	3.84
Increasing healthy eating	4.98
Reducing harm from alcohol and drug use	5.59
Reducing injury	7.26
Decreasing the risk of drug-resistant infections in the community	7.26
Improving sexual and reproductive health	7.86
Reducing tobacco-related harm	7.89

Project ideas for the 'community' theme are included in [Appendix M](#).

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Economy

Economy-related responses accounted for approximately 8.5 per cent of unstructured responses. Central Business District (CBD) revitalisation accounted for approximately 7 per cent. Together, these themes accounted for approximately 15.5 per cent of unstructured responses.

“A strong regional city with a diverse and innovative economy is an ongoing important goal to push forward into the future, providing jobs and great initiatives to benefit Ballarat.”

In the Community Priorities Survey, respondents were asked for their ideas to build a strong economy and encourage innovation in Ballarat. Categories of responses are shown in Figure 12. There was general support for the promotion of existing industries including tourism, health, education and arts and culture. There was also a desire for the local economy to leverage off emerging opportunities including sustainability businesses (especially a circular economy), research and design, and technology (including medical technology). There was support for the attraction of the public and private sectors. There was interest in the attraction of some major employers, but also the nurturing of local small and micro-business. Support for local business included rate relief and the brokerage of affordable rents in underutilised spaces.

The provision of infrastructure to stimulate the economy, attract industry and make it easier to do business was important. Parking and transport infrastructure (including tram, train, bus and air travel infrastructure) were highlighted to allow easy access within the city, but also throughout Victoria and to other parts of the country. Mobile phone infrastructure was also mentioned. There was also interest in specific infrastructure to foster particular industries, including a Makers’ Space, expanded Technology Park and facilities like Runway Ballarat.

Under the ‘promoting health and wellbeing’ category, responses included ensuring links between local universities and industry and promoting training opportunities, particularly for people facing disadvantage. There was a desire to put community before economy and to ensure that economic development benefited those most in need. There were several comments regarding the use of affordable housing to boost the economy and deliver social outcomes. Ideas under the ‘miscellaneous’ category included ideas for Council operations (including project prioritisation) and creating an ‘atmosphere of desirability’ to get locals out and about and to attract visitors.

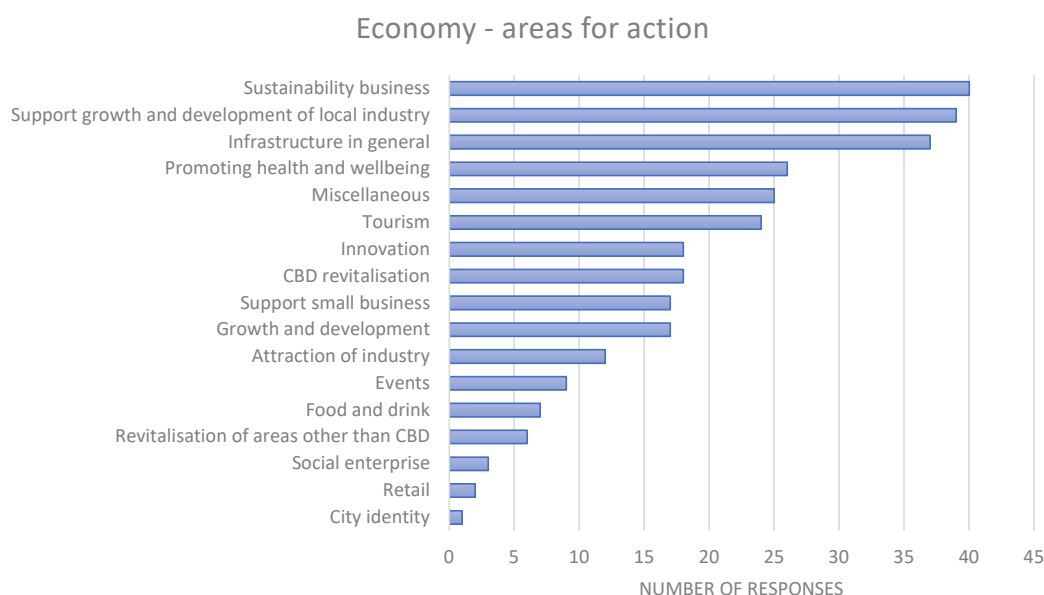


Figure 12: Areas for action under the theme of economy

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“Attracting employment opportunities for people through industry, small businesses & government. If you have employment you have people spending and investing in the city and it will prosper.”

Central Business District (CBD) revitalisation was a theme of its own, although also mentioned in the economy-related questions. There was strong support for mixed use of the area with a combination of social and economic activities with higher density living. There were many comments about the redevelopment of Bakery Hill and the Bridge

Mall. Many supported the CBD as an arts and cultural hub, with a complementary food and drink scene. There were mixed sentiments around transport in the CBD: many supported a reduction in car dependence while others suggested more and cheaper parking.

Project ideas for the ‘economy’ theme are included in [Appendix N](#).

Equity

Another key theme that arose both in unstructured responses and those framed around the ‘golden threads’ was equity. Respondents identified the need to work towards equality by providing and improving opportunities and support to those who experience poorer health, economic and social outcomes. Unsurprisingly, this theme emerged strongly in ideas to promote a healthy, resilient and supportive community. However, the need to work towards equitable outcomes was also articulated in responses about the economy, infrastructure and heritage. Groups that were identified as potentially being marginalised or subject to discrimination included:

- People with disabilities
- Aboriginal and Torres Strait Islander people
- Young people
- Older people
- People from diverse cultural backgrounds
- Rural residents
- People identifying as LGBTIQ+
- Homeless people
- Those who are most economically and/or socially disadvantaged

“Focus... on policies that address the social determinants of health to improve the health and wellbeing of ALL members of our community.”

Feedback on remaining ‘golden threads’

The structure of the first stage of the engagement involved the submission of ideas related to:

- Our future sustainability
- Our resilient and supportive community
- Our heritage
- Our appetite for innovation, entrepreneurship and technology
- Our innate creativity

Sustainability and a resilient, supportive community came through strongly as independent themes. The questions around innovation, entrepreneurship and technology were framed in an economic lens for the engagement and the results have been outlined in the ‘economy’ theme. The remaining two ‘threads’ did not emerge as themes in their own rights but there were still many ideas shared.

Our heritage

Heritage was not frequently cited in the Stage one engagement, accounting for approximately four per cent of unstructured responses. Respondents to the Community Priorities survey were asked for priorities to protect and celebrate our heritage (including Aboriginal cultural heritage). Categories of responses are shown in Figure 13.

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Recognition and celebration of Aboriginal cultural heritage was strongly supported, with ideas including dual placenames, Aboriginal representation in public art, cultural tours and trails, and an Aboriginal Cultural Centre. There was strong sentiment that the recognition and understanding of Aboriginal history and heritage should be commonplace, in our schools, workplaces and public spaces. Some identified a need to undertake further research to identify places of cultural significance. Aboriginal people should be involved in the decisions that affect them. There was a strong message about the need for partnership with the Aboriginal community to meet joint goals. There was interest in using traditional land management practices. There was also support for a change of date for Australia Day.

“Stronger focus on Aboriginal culture and history - we need a stronger focus on celebrating our Aboriginal heritage and telling our Aboriginal history”

The ‘miscellaneous’ category included a range of sometimes conflicting ideas such as the installation of heritage facades in streetscapes versus streetscapes that blend modern buildings, green walls and heritage buildings. There were several comments about the need for the Lydiard Street railway gates to be reinstated.

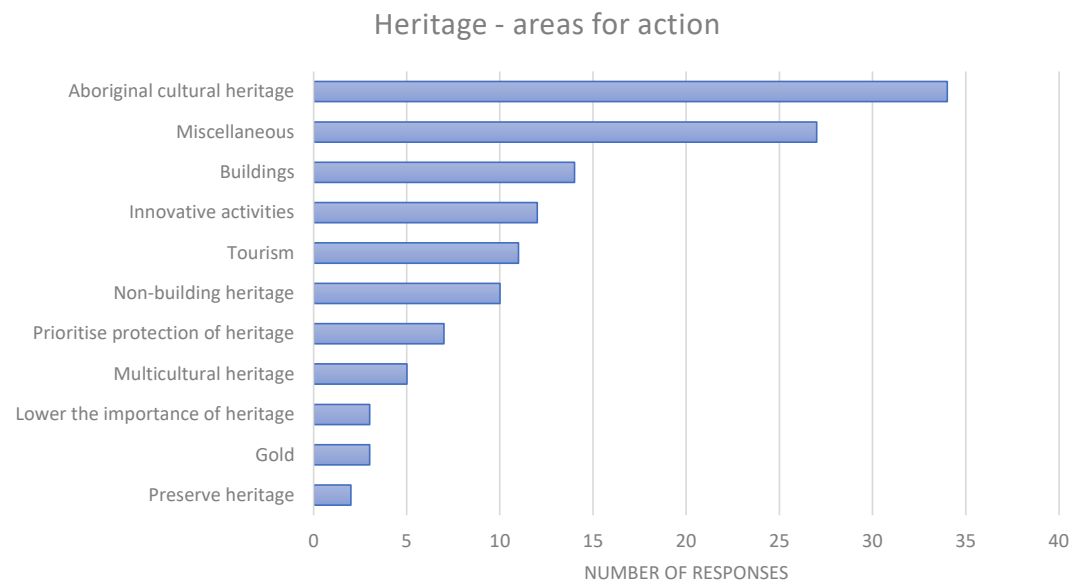


Figure 13: Areas for action under heritage theme

Project ideas for the ‘heritage’ topic are included in [Appendix P](#).

Our innate creativity

In the Community Priorities Survey respondents were asked to provide their ideas to build a sense of creativity and the creative scene in Ballarat. Categories of responses are shown in Figure 14.

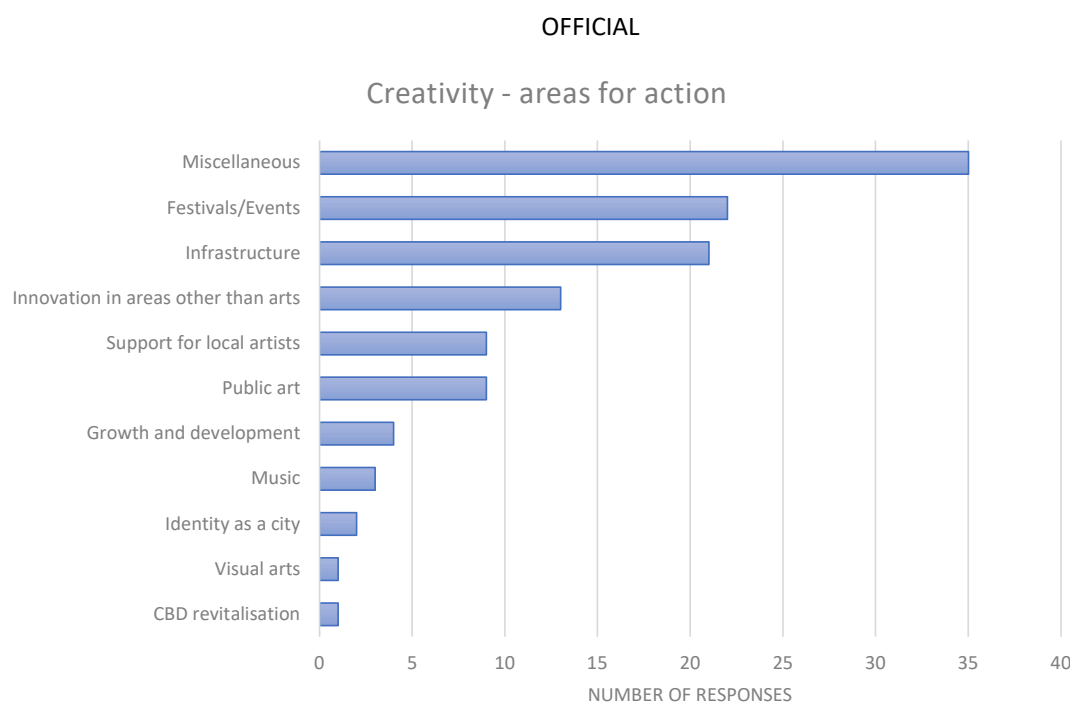


Figure 14: Areas for action under 'creativity' theme

The 'miscellaneous' category included a wide range of ideas about promoting creativity in the city. Ideas included fostering relationships between business, health and community services, universities, schools and community groups to promote the wellbeing and therapeutic benefits of creative activities. The hosting of competitions and awards, promotion of multicultural and Indigenous art and the use of creatives to tackle everyday issues (including traffic calming) were other ideas suggested. There was also multiple comments about providing support to Sovereign Hill.

Festivals and events to attract and show case arts and culture were also popular suggestions. The third most-common category related to infrastructure and included ideas about the improvement to existing facilities such as the Civic Hall, Art Gallery, libraries, laneways, public gardens, Her Majesty's Theatre and the Mining Exchange. There were also ideas about new facilities including:

- New indoor music venue
- Creative Hub or community hubs with creative facilities
- New showgrounds
- Centre for Rare Trades
- Creative public spaces
- Performance and exhibition spaces and studios

"Events that involve all the arts (music, performance, visual, etc.) are a win for everyone - the community loves them, arts community is employed/can be creative, tourism and businesses win."

Project ideas for the 'creativity' topic are included in [Appendix O](#).

Council operations

A range of ideas were shared about how Council could alter its operations and choices to better meet community need. Project ideas for 'Council operations' are included in [Appendix Q](#).

Responses by gender

Responses to the Short Survey and the Community Priorities Surveys can be analysed by gender. There were only four respondents who identified as non-binary or self-described gender across the two surveys. This sample size is

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not sufficient to conduct gender analysis of responses for non-binary or self-described genders. Therefore, results are disaggregated by male and female genders only in this case. The data presented here is descriptive only. No statistical significance tests have been undertaken on this data.

Differences identified in responses from males and females include:

- Infrastructure, sustainability and growth and development were the top three themes for both men and women. Men then prioritised economy whereas women raised community-related issues as the fourth most-important theme.
- When prioritising action over the coming four years, men were more likely to favour infrastructure-related priorities. Women prioritised a wider range of works inclusive of infrastructure but also sustainability and community-related matters.
- When identifying additional priorities not included in the 'golden threads', women were more likely than men to cite community-related matters.
- Under the economy theme, women were more likely than men to raise health and wellbeing-related matters.
- Under the heritage topic, women were more likely than men to raise Aboriginal cultural heritage matters.
- Under the community theme, men were more likely than women to raise infrastructure, urban design, active transport and economy-related matters. Women were more likely to raise nutrition and food security, events and programs, and health and community services-related matters.
- There were no real differences in terms of responses under the environmental sustainability and creativity topics.
- In terms of ranking Victoria's health priorities, women were more likely than men to rate the prevention of violence as one of their top two priorities. Women were more likely than men to rank climate change as their number one issue. Men were more likely than women to rate increasing active living as one of their top two priorities. Men were more likely than women to rank sexual and reproductive health lowest on their list of priorities.
- When ranking a range of health and social issues, men identified a range of issues with similar priority. Women rated climate change and mental health and wellbeing as the two outstanding priorities, followed by a range of issues with a more even spread. Men were more likely than women to rank environments for active living as a priority. Women were more likely than men to rank discrimination as a priority issue.

Generally, there was wide agreement between men and women on the top priorities for the municipality. Women were generally more likely than men to raise community-related matters. In terms of health and social issues, men were more likely than women to raise active living, and the infrastructure and urban design to support active living. Women were more likely than men to prioritise the prevention of violence, discrimination and sexual and reproductive health. It should be noted, however, that sexual and reproductive health was not a high priority for either men or women.

Responses by age

Responses to the Short Survey and the Community Priorities Surveys can be analysed by age. There were only two respondents across the two surveys aged 5-11 years. There were also only two respondents in the 85+ year age group. These sample sizes are not sufficient to include in age-based data analysis for either survey. There were only three 12-17 year old respondents and one 18-24-year-old respondent to the Community Priorities Survey. These age groups have not been included in age-based analysis of the Community Priorities Survey. There were 12 respondents aged 12-17 years, and 12 respondents in the 18-24 year age group in the Short Survey. Analysis does include these groups however caution is required when interpreting these results due to the small sample sizes.

Differences identified in responses from different age groups include:

- The environmental sustainability theme ranked first or second for 10-year priorities for all age groups included in the analysis, except for the 50-59 years age group where it was ranked fourth.
- Infrastructure was included in the top two priorities for all age groups up to 59 years. It was the top priority for people aged 25-59 years.

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- Economy-related priorities were more commonly cited by 18-24 year old respondents than any other age group over a 10-year outlook.
- People aged 18-24 years were more likely to cite CBD revitalisation and other economic-related priorities than other age groups over a four-year outlook.
- When ranking the 'golden threads', environmental sustainability was the clear top-ranking element for all age groups except the 50-59 years group, where the resilient and supportive community element ranked similarly to environmental sustainability.
- When asked about Victorian health priorities, climate change was ranked the number one issue for all aged groups. People aged 35-49 years were more likely than any other age group to prioritise the prevention of violence as one of their top two priorities.
- When asked to rank a range of health and social issues, most age groups followed similar patterns in rankings except for those aged 60-69 years who ranked loneliness and lack of social connection much higher than other age groups. Those aged 70-84 years were more likely than other age groups to prioritise access to healthy, affordable food and the creation of environments that promote active living than other age groups.

Ranking of the top priorities didn't differ a great deal between age groups. It is interesting to note that employment and economy-related matters were raised more commonly in the 18-24 year age group when people are early in their careers. It is also perhaps noteworthy that people aged 60-69 years were more likely to think loneliness and social isolation was important. This is a time in life when people traditionally transition from work to retirement.

Stage two

The Community Panel undertook a range of discussions to further develop key themes emerging from the Stage one engagement. They developed an overarching Vision statement that encompassed their priorities and outlined their aspiration for Ballarat: **"Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community."**

The Panel also prioritised areas for action under each of the main themes as shown below in Table 3.

Table 3: Community Panel priorities

Theme	Areas for action (in priority order under each theme)
Community and equity	<ol style="list-style-type: none"> 1. Strengthen community participation in Council decision-making processes 2. Advocate for housing for all community members 3. Create a more inclusive and welcoming community 4. Support access to health services 5. Access to educational support 6. Access to community information 7. Partner with key organisations to strengthen community safety
Growth and development	<ol style="list-style-type: none"> 1. Ensure growth is located in appropriate areas to protect agricultural land 2. Ensure new developments retain and add to the City of Ballarat character and heritage 3. Make provision for population growth including housing, medical, jobs, agricultural land and industry 4. Promote City of Ballarat as a destination for innovation in health, education and technology 5. Retain the facades of the heritage buildings in the CBD but approve some rezoning for housing for inner city living 6. Ensure there are a range of housing types and choices 7. Expand the 'free food' initiatives to include community gardens throughout Ballarat

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	<ol style="list-style-type: none"> Look into the development of the east of Ballarat rather than all to the west
Environmental sustainability	<ol style="list-style-type: none"> Lead a circular economy to reduce waste Encourage new developments to go above and beyond minimum environmental sustainability design requirements Increase and promote recycling stations to reduce waste going to landfill Invest in education and community awareness around sustainable practices in all areas Encourage developers to create designated green canopies using native/indigenous & heritage trees Include green waste/organic waste in the green bin/curb side pick up
Economy	<ol style="list-style-type: none"> Revitalise the CBD Promote diverse retail/business opportunities Invest in tourism Open Ballarat to new forms of transport Create and promote more events Bring new 'big business' to Ballarat
Infrastructure	<ol style="list-style-type: none"> Advocate for improved public transport across the City of Ballarat Strengthen accessibility of spaces, places and paths Create more community gardens Self-supported water system/reservoir Advocate for a third hospital in the City of Ballarat Increase number of runways at airport

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Discussion

The provision of necessary infrastructure for a growing community was the key sentiment shared by the community through the Ballarat: Our Future engagement process. This aligns with findings from the 2016-2019 annual Community Perception Surveys undertaken by Council. The community outlined the need for the infrastructure required to promote economic, physical and social wellbeing. There was a desire to get around the city easily, not only in vehicles but also on bikes, on foot and by public transport. There was strong support for additional active transport facilities and advocacy for better public transport services in recognition of the practical, environmental and health benefits that come from reduced car dependence. There was a clear demand for a range of recreation infrastructure, beyond traditional organised-sport facilities. Community centres, schools, medical facilities, shops, parks, libraries and arts and cultural facilities were also important. Infrastructure should be provided in a timely manner, particularly in new growth areas. It is important, however, to ensure that existing areas aren't forgotten with a desire for equitable access to facilities of similar quality across the municipality.



There was concern about the nature of the city's growth, particularly in relation to urban sprawl. There was general support for well-considered infill development and the development of compact neighbourhoods where people can easily access work, study, recreation, shops and services a short journey from home. There was strong support for revitalisation of the central business district, including the development of higher density living options. Some expressed concern about food and water security considering climate change, housing development on farmland and increased population.

There was a clear message about the need to act on climate change prevention and adaptation. This was a widespread sentiment. Environmental sustainability-related ideas were raised in all tools, under all topics and by all genders and ages. While perhaps this wasn't as clear in community engagement processes in previous years, concern about climate change is becoming more mainstream. General sentiment was that Council needs to take a leadership role in this area, in lieu of state and federal governments doing so. Community wanted Council to see climate change as not just a problem, but an opportunity: How can Council harness the social, health and economic opportunities that environmental action provides? There was clear feedback that Ballarat could become a leader in sustainable development, with the establishment of 'green' planning standards to ensure that new developments aid the city's sustainability.



The role of equity and inclusion in creating a liveable community was reflected by feedback of this nature across a range of tools and topics including community, heritage, economy and infrastructure. This was solidified by the Community Panel who elevated inclusion to include it in the overarching Vision statement.

There was a recognition of the range of social issues facing the city, including homelessness, lack of affordable housing, family violence, social exclusion and poor mental health. While recognising that Council is not necessarily responsible for addressing all of these issues, there was clear sentiment that Council is a stakeholder and

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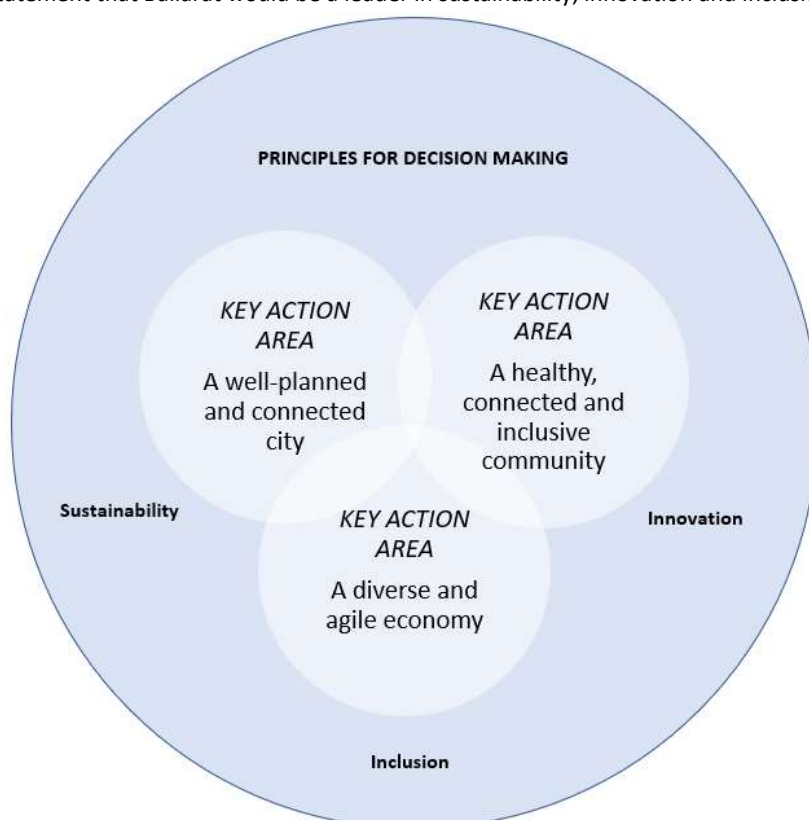
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can facilitate better outcomes through policy, partnership and advocacy. The community supported activities that promote inclusion, social connection and healthy lifestyles. There was strong feedback about the need for better active transport and informal recreation opportunities, and support for community food initiatives such as community gardens. Universal design of facilities and spaces was important to ensure inclusivity. There was a desire for more engaged citizens who are active in their communities and the local economy, and that participate in decision-making that impacts them. There was concern about the ability of existing health and community services to meet the need of the growing community. Related to this was support for a second public hospital in one of the growth areas.

While the economy didn't emerge as strongly as an independent theme as infrastructure and community did, there were strong links between economy, environmental sustainability, health and wellbeing and infrastructure. There was a strong sentiment that existing industries should continue to be supported, but that there are many opportunities arising and that the local economy should be agile enough to harness these opportunities. There was interest in the development of stronger links between industry and the tertiary education sector. There was a desire for residents to be trained in the relevant fields to work locally. A diverse economy was favoured, with a variety of industries and support for 'big business', as well as small and micro-businesses.

While heritage didn't emerge as a strong theme, the nature of the feedback received about heritage is of interest. Much of the feedback related to the recognition of Aboriginal cultural heritage. A broader definition of heritage was supported which included Indigenous history, ecological heritage, artisanal trades, multicultural history and the gold rush era. The importance of heritage was elevated by the Community Panel who included a reference to it in the Vision statement.

None of the key themes emerging from the engagement stands alone. Figure 15 shows a model for Council action based on the findings of the community engagement process. The Community Panel identified in their Vision statement that Ballarat would be a leader in sustainability, innovation and inclusion. These form the three



overarching principles that should guide decision-making to ensure that every action taken is a step towards that aspirational Vision statement. The three main themes of feedback from the community form the areas for action. They are all inter-related. A strong economy is not possible without physical infrastructure and people who are trained, supported and well enough to work. A healthy, connected community is not possible without housing, parks, pathways, community hubs, education and employment. And infrastructure is a wasted investment without people to activate it. Action in all three areas is required to ensure that Ballarat remains a liveable city into the future.

Figure 15: Model for Council action based upon community engagement

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Appendix A – List of submissions received from groups and individuals

Group	Number of people represented
Aboriginal community members at Ballarat and District Aboriginal Co-operative	47
Ballarat African Association	20
Ballarat Climate Action Co-op	28
Ballarat Community Garden	80
Ballarat Specialist School	21
Buninyong and District Residents Association	20
Buninyong Bowling Club	122
Disability Advisory Committee	9
E. Fry (individual)	1
Extinction Rebellion	20
Friends of Ainaro Community Advisory Committee	8
Friends of Canadian Corridor Inc.	65
G. Waldron (individual)	1
G. Wilson (individual)	1
Ingenia Lifestyle Parkside	1
J. Barnes (individual)	1
K. Ruddick (individual)	1
Spotlight on Sebastopol Reference Group	12
TOTAL	458

Other groups who provided feedback through meetings, surveys, Group Huddles or Kitchen Table Conversations:

- Ballarat Renewable Energy and Zero Emissions (BREAZE)
- Ballarat Working Together and the Western Victoria Online PAG
- Central Highlands Prevention Network
- Commerce Ballarat
- Disability Advisory Committee
- Filipino Australian Association of Ballarat
- Food is Free Inc
- Koori Engagement Action Group
- Napoleans Enfield Landcare Group
- Youth Council

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Appendix B – Short Survey

Got just a minute? Answer our short survey!

Survey starts

Finish

CLOSED: This survey has concluded.

All fields marked with an asterisk (*) are required.

1. By 2031, we want Ballarat to be an even greater place to live. What is the most important initiative or priority for Council to work on over the next 10 years in order to make that happen? *

Please add your comment here...

2. What one project or priority do you think Council should focus on over the next four years? *

Please add your comment here...

3. Below is a list of 5 key elements of a great regional city. Organise them in order of

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priority for Ballarat (1 is the highest priority) *

Our appetite for innovation, entrepreneurship and technology – we adapt and respond to opportunities and challenges to build a strong local economy and a better life for all

Our innate creativity - we assist in the development and sustainability of the creative individual, businesses and sectors

Our heritage – we value and protect our heritage including our streetscapes, public spaces, stories, people and culture, including Aboriginal cultural heritage and sense of place.

Our future sustainability – we value and protect our natural environment and look for opportunities to improve health, quality of life and the economy at the same time.

Our resilient and supportive community – we are a connected, healthy and compassionate community where everyone feels welcome and valued.

Please tell us a little about yourself

We collect information about your age, gender and background because it helps us to see if we have reached a broad section of the community. It also lets us check whether some groups have common ideas and thoughts. For example - young people aged 18-24 years might have different ideas to people aged 50+ years. By breaking down the information, we can develop programs or projects that respond to each of those groups.

4. What is your gender? *

☐ Male

☐ Female

☐ Non-binary

☐

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- ☐ Prefer not to say
- ☐ Self-described (please specify)

5. What is your age? *

- ☐ 5-11 years
- ☐ 12-17 years
- ☐ 18-24 years
- ☐ 25-34 years
- ☐ 35-49 years
- ☐ 50-59 years
- ☐ 60-69 years
- ☐ 70-84 years
- ☐ 85+ years

6. Do you identify as Aboriginal or Torres Strait Islander?

- ☐ Yes, Aboriginal
- ☐ Yes, Torres Strait Islander
- ☐ Yes, both Aboriginal and Torres Strait Islander
- ☐ No

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☐ Prefer not to say

7. Do you speak a language other than English at home?

☐ Yes

☐ No

8. Where do you live? *

☐ Alfredton

☐ Ballarat Central - Bakery Hill - Lake Wendouree (South), Newington

☐ Ballarat East - Eureka - Warrenheip

☐ Ballarat North - Invermay Park

☐ Buninyong - Rural South

☐ Cardigan Village - Bunkers Hill

☐ Delacombe

☐ Golden Point - Mount Pleasant - Canadian

☐ Lake Wendouree (North) - Lake Gardens

☐ Lucas - Cardigan

☐ Miners Rest - Mitchell Park

☐ Mount Clear - Mount Helen

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- ☐ Rural East
- ☐ Rural West
- ☐ Sebastopol - Redan
- ☐ Soldiers Hill - Black Hill - Nerrina (South) - Brown Hill (West)
- ☐ Wendouree
- ☐ Neighbouring municipalities
- ☐ Outside of the region
- ☐ Other (please specify)

9. How did you hear about this consultation? *

- ☐ Council Facebook
- ☐ Council webpage
- ☐ The Courier
- ☐ Poster/sticker
- ☐ At a group that I am part of
- ☐ Email from a friend or network
- ☐ Email from Council
- ☐ Radio
- ☐ Other (please specify)

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Appendix C – Community Priorities Survey

Got more to say? Take our Community Priorities Survey

Survey starts

Finish

CLOSED: This survey has concluded.

All fields marked with an asterisk (*) are required.

1. Below is a list of 5 key elements of a great regional city. Organise them in order of priority for Ballarat (1 is the highest priority)

If you have already answered this question in our 'Short Survey', you don't need to answer again. Just move to question two.

Our appetite for innovation, entrepreneurship and technology – we adapt and respond to opportunities and challenges to build a strong local economy and a better life for all

Our innate creativity - we assist in the development and sustainability of the creative individual, businesses and sectors

Our heritage – we value and protect our heritage including our streetscapes, public spaces, stories, people and culture, including Aboriginal cultural heritage and sense of place.

Our resilient and supportive community – we are a connected, healthy and compassionate community where everyone feels welcome and valued.

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Our future sustainability – we value and protect our natural environment and look for opportunities to improve health, quality of life and the economy at the same time.

2. Would you change or add anything else to the 5 elements listed in the previous question? If so, what and why?

Please add your comment here...

3. To build a strong economy and encourage innovation in Ballarat, what are the **top 3** areas or projects Council should focus on in the next 4 years?

Please add your comment here...

4. To build a sense of creativity and the creative scene in Ballarat, what are the **top 3** projects or areas Council should focus on in the next 4 years?

Please add your comment here...

5. To protect and celebrate our heritage (including Aboriginal cultural heritage) in Ballarat, what are the **top 3** projects or areas Council should focus on in the next 4 years?

Please add your comment here...

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6. To build a healthy, resilient and supportive community in Ballarat, what are the **top 3** projects or areas Council should focus on in the next 4 years?

Please add your comment here...

7. To value and protect our natural environment in Ballarat and work to address the impacts of climate change, what are the **top 3** projects or areas Council should focus on in the next 4 years?

Please add your comment here...

8. Do you have ideas about what Council should focus on in the next 4 years that don't fit in to the categories in the previous questions? Tell us about them here.

Please add your comment here...

9. The Victorian government has developed the following health priorities. Organise them in order of priority for Ballarat (1 is the highest priority) *

Tackling climate change and its impact on health

Reducing injury

Preventing all forms of violence

Increasing healthy eating

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<input type="text"/>	increasing healthy eating
<input type="text"/>	Decreasing the risk of drug-resistant infections in the community
<input type="text"/>	Increasing active living
<input type="text"/>	Improving mental wellbeing
<input type="text"/>	Improving sexual and reproductive health
<input type="text"/>	Reducing tobacco-related harm
<input type="text"/>	Reducing harmful alcohol and drug use

10. Of the following health and social issues, select the 5 that are most important to you? *

- ☐ Access to quality education
- ☐ Loneliness and lack of social connection
- ☐ Prevention of family violence
- ☐ Environments that promote active living
- ☐ Affordable housing
- ☐ Access to healthy, affordable food
- ☐ Homelessness

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- ☐ Employment
- ☐ Discrimination (related to disability, age, gender, race, identification as LGBTIQA+ etc.)
- ☐ Recovery from the COVID pandemic
- ☐ Mental health and wellbeing
- ☐ Problem gambling
- ☐ Community safety
- ☐ Climate change
- ☐ Alcohol and other drug abuse
- ☐ Other (please specify)

11. Are there any specific projects that you would like to see happen in your neighbourhood over the next 4 years? Please tell us what you would like to see happen, where and why.

Please add your comment here...

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Tell us about yourself

We collect information about your age, gender and background because it helps us to see if we have reached a broad section of the community. It also lets us check whether some groups have common ideas and thoughts. For example - young people aged 18-24 years might have different ideas to people aged 50+ years. By breaking down the information, we can develop programs or projects that respond to each of those groups.

12. What is your gender? *☐ Male☐ Female☐ Non-binary☐ Prefer not to say☐ Self-described (please specify)**13. What is your age? ***☐ 5-11 years☐ 12-17 years☐ 18-24 years☐ 25-34 years☐ 35-49 years☐ 50-59 years☐ 60-69 years☐ 70-84 years☐ 85+ years

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14. Do you identify as Aboriginal or Torres Strait Islander?

- ☐ Yes, Aboriginal
- ☐ Yes, Torres Strait Islander
- ☐ Yes, both Aboriginal and Torres Strait Islander
- ☐ No
- ☐ Prefer not to say

15. Do you speak a language other than English at home?

- ☐ Yes
- ☐ No

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16. Where do you live? *

- ☐ Alfredton
- ☐ Ballarat Central - Bakery Hill - Lake Wendouree (South), Newington
- ☐ Ballarat East - Eureka - Warrenheip
- ☐ Ballarat North - Invermay Park
- ☐ Buninyong - Rural South
- ☐ Cardigan Village - Bunkers Hill
- ☐ Delacombe
- ☐ Golden Point - Mount Pleasant - Canadian
- ☐ Lake Wendouree (North) - Lake Gardens
- ☐ Lucas - Cardigan
- ☐ Miners Rest - Mitchell Park
- ☐ Mount Clear - Mount Helen
- ☐ Rural East
- ☐ Rural West
- ☐ Sebastopol - Redan
- ☐ Soldiers Hill - Black Hill - Nerrina (South) - Brown Hill (West)
- ☐ Wendouree
- ☐ Other (please specify)

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17. Where did you hear about this consultation? *

- ☐ Council Facebook
- ☐ Council webpage
- ☐ The Courier
- ☐ Poster/sticker
- ☐ At a group that I am part of
- ☐ Email from a friend or network
- ☐ Email from Council
- ☐ Radio
- ☐ Other (please specify)

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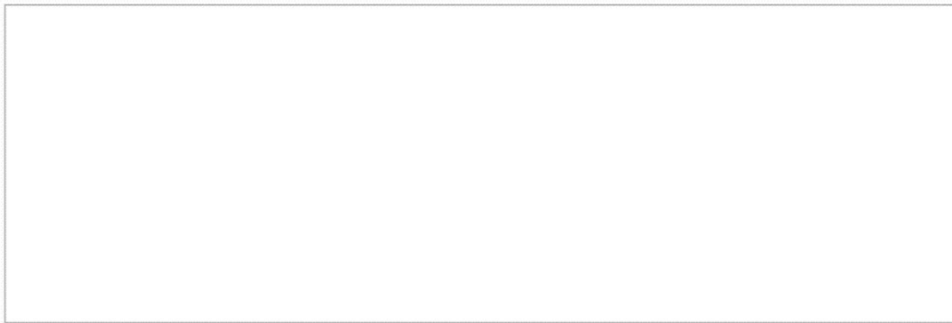
Appendix D – Kitchen Table Conversation questions

Kitchen Table Conversation

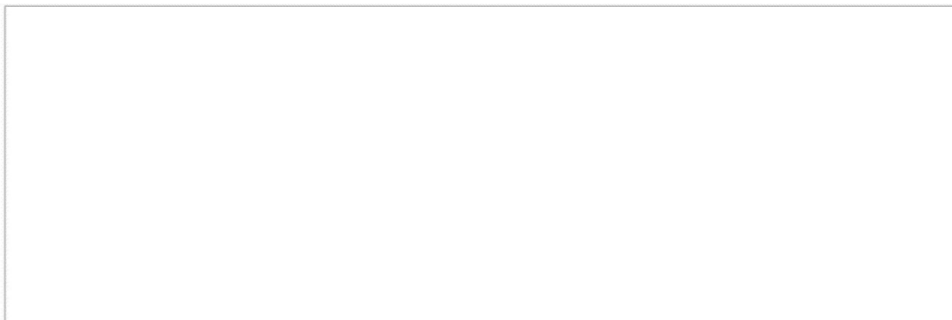
Thanks for hosting a Kitchen Table Conversation. You can record the main points of your conversation on this form.

Please make sure you provide your email address to go in the draw to win one of five \$100 gift vouchers!

1. By 2031, we want Ballarat to be an even greater place to live. What is the most important initiative or priority for Council to work on over the next 10 years in order to make that happen?



2. What one project or priority do you think Council should focus on over the next four years?



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Tell us a little about who took part in this conversation

3. How many people took part in this conversation?

4. What were their genders? Select all that apply.

- ☐ Male
- ☐ Female
- ☐ Non-binary
- ☐ Self-described
- ☐ Prefer not to say

5. What were their ages? Select all that apply.

- ☐ 5-11 years
- ☐ 12-17 years
- ☐ 18-24 years
- ☐ 25-34 years
- ☐ 35-49 years
- ☐ 50-59 years
- ☐ 60-69 years
- ☐ 70-84 years
- ☐ 85+ years

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6. Where do participants live? Select all that apply.

- ☐ Alfredton
- ☐ Ballarat Central - Bakery Hill - Lake Wendouree (South), Newington
- ☐ Ballarat East - Eureka – Warrenheip
- ☐ Ballarat North - Invermay Park
- ☐ Buninyong - Rural South
- ☐ Cardigan Village - Bunkers Hill
- ☐ Delacombe
- ☐ Golden Point - Mount Pleasant – Canadian
- ☐ Lake Wendouree (North) - Lake Gardens
- ☐ Lucas – Cardigan
- ☐ Miners Rest - Mitchell Park
- ☐ Mount Clear - Mount Helen
- ☐ Rural East
- ☐ Rural West
- ☐ Sebastopol – Redan
- ☐ Soldiers Hill - Black Hill - Nerrina (South) - Brown Hill (West)
- ☐ Wendouree
- ☐ Neighbouring municipalities
- ☐ Outside of the region

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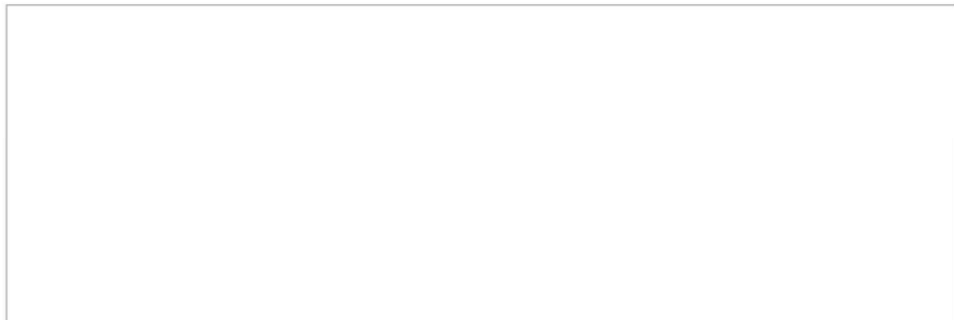
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7. Please list the email addresses of any participants who would like to be updated with the progress of the Ballarat: Our Future process. We will be updating people with new opportunities to participate and sharing our report with everyone who provides their email addresses.



8. Any other comments?



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Appendix E – Group Huddle discussion questions

Group Huddle

Thanks for hosting a Group Huddle. You can record the main points of your conversation here.

Please make sure you provide your email address to go in the draw to win one of five \$100 gift vouchers!

Tell us a little about your group

1. What is the name of your group?

2. How would you describe your group (think about demographics, background, special interest)?

3. How many people are taking part in this conversation?

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Your thoughts and ideas

4. In late 2019, Council engaged with community about the Ballarat they wanted to see in the future. From that emerged Ballarat's Prosperity Framework with its five 'golden threads' that weave the future of Ballarat. They are:

Our appetite for innovation, entrepreneurship and technology – we adapt and respond to opportunities and challenges to build a strong local economy and a better life for all

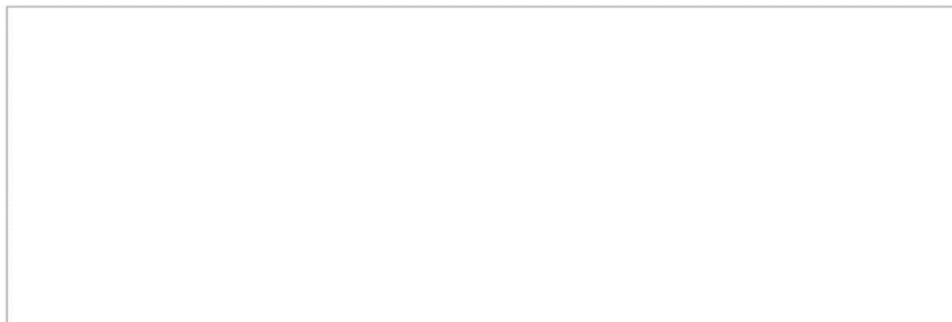
Our innate creativity - we assist in the development and sustainability of the creative individual, businesses and sectors

Our heritage – we value and protect our heritage including our streetscapes, public spaces, stories, people and culture, including Aboriginal cultural heritage, and sense of place

Our future sustainability – we value and protect our natural environment and look for opportunities to improve health, quality of life and the economy at the same time

Our resilient and supportive community – we are a connected, healthy and compassionate community where everyone feels welcome and valued

Would you change or add anything else to the 5 elements listed above? If so, what and why?



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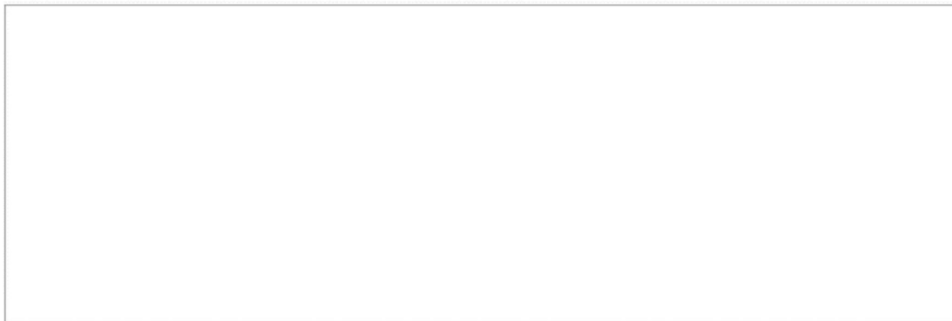
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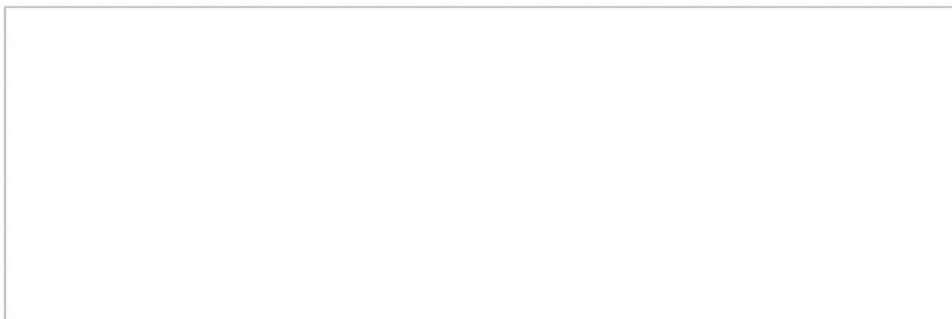
5. What are the key challenges for this group in the next 10 years? (Try to keep the list to 10 items or less)



6. What are the key opportunities for this group in the next 10 years? (Try to keep the list to 10 items or less)



7. What are the key projects or priorities Council should focus on in the next 4 years? (Try to keep the list to 10 items or less)

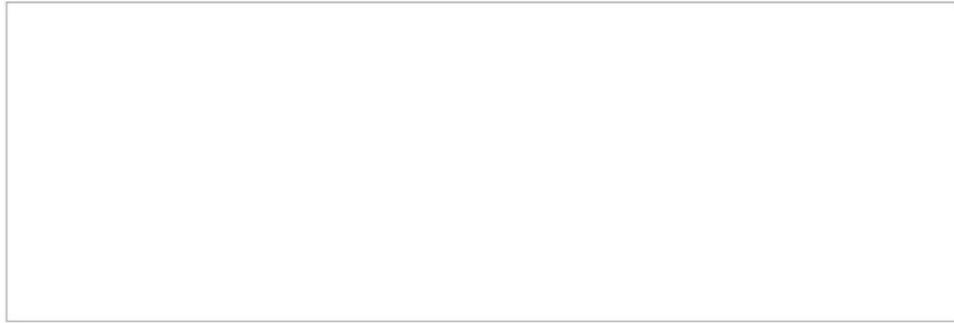


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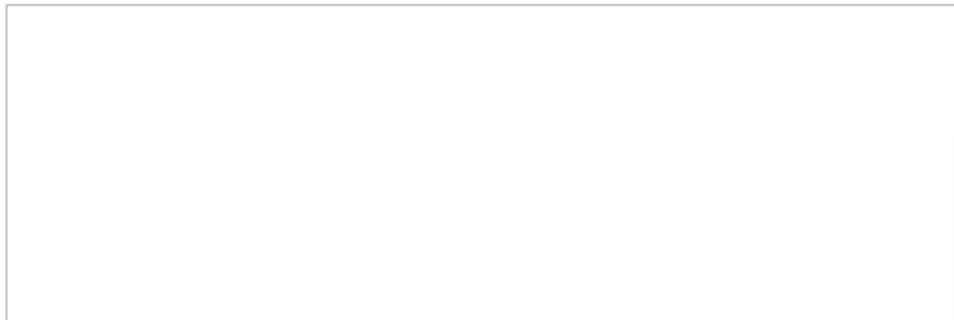
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8. Please note down the email addresses of anyone who would like to be updated with the progress of the Ballarat: Our Future process. We will be updating people with new opportunities to participate and sharing our report with everyone who provides their email addresses



9. Any other comments?



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Appendix F – List of services included in Points for Priorities

1. Access and inclusion

We work to ensure that the City is a welcoming, inclusive and accessible community, so that all people experience equity and inclusion as they live, work, learn and explore Ballarat. This includes people of all abilities, cultural backgrounds, genders and sexual orientation.

2. Ageing Well**3. Animal management**

Operation of Council's pound, registration of animals, registration of animal businesses, pet ownership education and provision of Ranger services.

4. Aquatic services

Our aquatic centres and water parks.

5. Arts and culture

Council provides arts and cultural opportunities for all ages including live performances, exhibitions, events, public art and workshops. We also oversee the planning and operation of arts and culture facilities.

6. Children and family services

Council provides access to a range of health, education, care and support services for children and their families including the Maternal and Child Health (MCH) service, kindergartens and supported playgroups. We also provide community facilities where other services co-locate to deliver programs that support young children.

7. Climate change

Council develops and delivers Council policies, strategies and projects that help to reduce greenhouse gas emissions and minimise the adverse impacts of climate change.

8. Community development

Support for community to meet their goals and aspirations, including neighbourhood planning and engagement and community grants.

9. Community safety

Council plays an important role in building safe environments and building stronger, more connected communities. To do this, we work in partnership with many organisations, including Victoria Police.

10. Emergency management

Council contributes to city-wide emergency planning and preparedness for fire, flood, storm and heat events.

11. Environment

Council develops and delivers strategies, projects and services that protect and enhance the City's diverse natural ecosystems and native plants and animals.

12. Environmental health

Ensuring our food premises and personal services businesses meet standards for safe service.

13. Events

Provision of a diverse range of community events, including the Begonia Festival, Heritage Weekend, Winter Festival and Summer Sundays.

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14. Health and equity

Developing strategies and partnerships to improve health and social conditions in the City.

15. Intercultural services

Supporting our diverse community and promoting the sharing of culture and development of community harmony.

16. Libraries

The City of Ballarat provides library services across three branches including outreach services, early years and adult programs, assistance with technology as well as a great collection of books.

17. Local laws

Enforcement of our local laws, including parking laws.

18. Parks and gardens

Maintaining and improving our many parks and gardens.

19. Planning and development

Council provides collection and disposal services to households for general waste, green waste and recycling, as well as education about these services. Our Transfer Station also provides for the disposal of green waste, hard waste, recycling and chemical waste.

20. Supporting local business

Promote the City as a great place for business investment, advocate on behalf of local businesses, support local economic development and provide business networking opportunities.

21. Tourism

Supporting and planning for Ballarat's key role as a tourist destination.

22. Waste and recycling**23. Youth Services**

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Appendix G – List of infrastructure included in Points for Priorities

1. Arts and cultural facilities**2. Aquatic facilities****3. Ballarat animal shelter**

The Ballarat Animal Shelter (BAS) provides a support network and housing for stray, lost and injured animals, as well as promoting educational assistance to the Ballarat and regional surrounding community. The shelter has the capacity to hold up to 250 animals and works closely with other councils, schools, community and disability programs, the RSPCA and dog behaviour experts to ensure that we provide the highest industry standard of care for our animals.

4. Buildings and facilities

Planning, construction and maintenance of community buildings and facilities across the municipality, including community halls and community hubs.

5. Libraries**6. Major facilities that promote tourism or regional events**

Facilities that encourage tourism and the delivery of major events in the City, including Mars Stadium and the Eureka Centre.

7. Roads, drains, bridges and footpaths

Planning, construction and maintenance of roads, drains, bridges and footpaths across the municipality.

8. Sport and recreation facilities

Planning, construction and maintenance of facilities such as ovals, courts, pitches, pavilions.

9. Waste management

Infrastructure to manage waste and create innovative ways to reduce waste going to landfill.

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Appendix H – Special interest group feedback

Ballarat African Association

The Ballarat African Association Inc. is a non-profit, non-political, non-religious, and charitable membership organisation. The purpose of the Association is to support and uplift Africans and African Families in Ballarat and Ballarat Region; to promote issues pertaining to social and cultural connectedness within the community; and actively seek solutions to challenges faced by members of the community.

Priorities for the Association can be summarised as:

- Members of the African Community in Ballarat would love to see more intellectual property and traditional cultural expressions relating to Africans across Ballarat. This might, for example, include curated story telling that showcase the contributions of African-Australians, street and public space-naming to actively indicate that African-Australians are part of the fabrics (social, etc.) that make Ballarat a great place to live, work and play.
- As a Council, there is a need to push for more industries (manufacturing and other technical concerns) to be localised in Ballarat. This will improve the desires of young people to continue to live in Ballarat.
- Our people desire to have a community business precinct similar to Footscray market, where the burden of rates are distributed to become bearable as well as subsidised.
- There is a strong desire for a community intercultural garden or space, where there can be intellectual expressions of tradition and culture. This, we believe, can be readily achieved if stronger focus and emphasis are placed on purposefully co-developing the Len T Fraser intercultural garden.

Ballarat Renewable Energy and Zero Emissions (BREAZE)

BREAZE is a local group of energetic, forward thinking people who are organising more resilient and sustainable ways of living. Eight members submitted priorities as part of the Day of a Thousand Conversations.

As a priority in the next 10 years, they identified a Ballarat community net zero target by 2030 - as implementation of Action 5.4 Empowering Communities of the Carbon Neutrality 100% Renewables Action Plan.

In the 4-year Council term, improving the scope, implementation and accountability for the Carbon Neutrality 100% Renewables Action Plan was identified as a priority. Specifically, the group outlined the need for a budget with clear allocation of funding that is appropriate to the declared climate emergency, regular monitoring and reporting on outcomes, and ensuring all Council departments include climate change in the planning and delivery of services.

Ballarat Specialist School

Ballarat Specialist School is comprised of two Ballarat campuses and offers services for students with multiple disabilities including intellectual, physical and sensory impairments. A class 21 students (12 and 13 years old) provided their ideas about what would make Ballarat a better place to live. Ideas can be summarised as:

Better access to facilities and activities

- More wheelchair-friendly places – playgrounds, bowling alley, dance club, ice skating, access to Lake Burrumbeet
- Signs with pictures
- Technology that would connect with reading glasses to tell you what you could see or where you are like a visual map

Recreation facilities and activities

- More playgrounds
- More jumping castles
- Outdoor car racing
- Outdoor/Drive-in cinema
- Trampolines (like an Xtreme Bounce but outdoors)
- Farms like Donegan's Farm
- Mini golf
- A recreation area with a swimming pool, water park and mini golf all next to each other

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- Horse park
- More concerts featuring local kids
- Tours of old buildings
- Rock climbing facility
- Water parks

Shops

- More saddle shops
- More pet shops
- Donuts and milkshakes
- Another Wendy's ice cream shop
- Shops that don't run out of things

Other facilities

- Bigger emergency room

Buninyong and District Residents Association

The Buninyong and District Residents Association is a group of volunteer residents and others who have an interest in preserving the character and the heritage of the village as well as promoting Buninyong. The Association aims to:

- provide representation for the Buninyong community
- provide a forum for the community to discuss and address matters of local interest
- provide a link to/liaison with the City of Ballarat and other statutory bodies and groups
- develop and present submissions on issues of local importance
- promote and participate in activities for the betterment of Buninyong
- promote local tourism and business

Priorities for the Buninyong and District Residents Association can be summarised as:

- Buninyong by-pass for heavy vehicle traffic
- Town beautification, specifically a Warrenheip Street upgrade including addressing safety concerns
- Ensuring completion of the Buninyong Township Planning process
- Advocacy around protecting the village feel of Buninyong
- Mount Helen, specifically designing any Greenhill Road development with the environment and green wedge concept prominent, and otherwise maintaining the green belt separating Mt Clear from Mt Helen and Mt Helen from Buninyong
- Protection of the significant koala habitat
- There is widespread disillusionment within the Buninyong community that the Township Planning process that generated much enthusiasm, participation and momentum a couple of years ago has been stalled. A Ward Councillor recently stated that this is "not a high priority for Council". Instead we are invited to further rounds of consultations towards vague objectives such as "neighbourhood character studies" which we are told must precede any Township Plan. The words sound good, but the lack of action and progress is disheartening.
- A Township Plan must clearly state what the concept of "the village feel of Buninyong" means and how this will be achieved. Recently there is concern that Buninyong's greatest asset, Mt Buninyong, may be placed under threat of destructive and unsympathetic development. We would like to see Council take action to build into planning schemes and regulations protection for this iconic natural wonder.
- There is talk of a Master Plan for Buninyong Botanical Gardens. We would like to see this progressed with the full participation of the community in the concepts and design for the gardens.
- In addition to the heavy vehicle by-pass mentioned above, attention to traffic safety and calming generally through Buninyong is an issue. Specifically, we would like to a slip lane for entry and exit from the cemetery completed and consideration of a treed median strip in Warrenheip St. We realise that some of the issues above fall outside of Council jurisdiction (e.g. the by-pass), but we ask for Council's support and advocacy as we engage with the appropriate authorities.
- Buninyong is seen as a gateway to Ballarat from Geelong and the South West. The major roundabout and streetscapes are in a very shabby state. We ask that council devotes time and resources to creating a gateway that it as attractive and well maintained as that on Victoria Street, the gateway from Melbourne.

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Ballarat Climate Action Co-op

The Ballarat Action Climate Co-op is comprised of 28 students aged between 12 and 22 years. They meet to discuss concerns regarding climate change and arrange events to raise awareness of this issue. They made a submission as part of the engagement process. The group's input can be summarised as:

- Net zero emissions by 2030: adoption of a whole-of-LGA approach to reaching net zero emissions. Council's Carbon Neutrality Plan is all about Council emissions, not community emissions
- More bike paths, particularly around school zones
- Commit to street trees in every suburban street in Ballarat. Fast track the Greening the City Plan to have 40% tree canopy coverage before 2040
- Council to give more guidance to individuals and businesses on how to lower emissions
- Council to provide guidelines for carbon neutral urban housing
- Council to lobby the State for more battery storage and electric vehicles including electric buses and rubbish trucks
- Promote the transition away from gas by removing gas from new developments and making new homes not dependent on gas
- Revitalise underutilised public gardens and parks

Ballarat Aboriginal Community at the Ballarat and District Aboriginal Cooperative (BADAC)

A consultation session with Aboriginal community members at BADAC. Forty-seven community members attended, and feedback is summarised below.

Priorities for the next 10 years:

- More schools and roads
- Free camping grounds around the Ballarat city
- Free parking near Bridge Mall
- Aboriginal museum/education centre
- Continue to build and work on meaningful engagement and new initiatives with the Aboriginal community
- Education Centre/Museum on Aboriginal History - somewhere people can go to learn about colonisation to have a better understanding
- Would be great to see more of the Aboriginal culture displayed in this fantastic city
- Continue to build respectful and meaningful relationships with Aboriginal people. See representation of Aboriginal culture within our community such as street art, gathering places, knowledge sharing
- Do a project on elevating the stories about the history of the Stolen Generation Mob in Ballarat
- Gathering place for our Stolen Generation Mob (Potentially at Ballarat Orphanage)
- More identified roles for First Nations People. This could include areas such as the arts Council, education, health and social developments. Funded training and "Step up" programs for candidates
- I would like to see a statue in Sturt St, remembering and acknowledging the Stolen Generations.

Priorities for the next 4 years can be summarised as:

- Community inclusion
- Aboriginal awareness/education
- Aboriginal cultural activities and engagement in schools and community groups
- Parking issues, especially in support of our elderly.
- Build stronger connections between communities - teach and learn history workshops
- Provide more education to schools and workplaces on cultural awareness #changethedate
- Continue to build respectful and meaningful relationships with Aboriginal people. See representation of Aboriginal culture within our community such as street art, gathering places, knowledge sharing
- Truth-telling project on Ballarat's colonial history
- Decrease traffic in city
- Arts, both visual and digital - looking more at grassroots artists from around the state
- I think it would be great for Ballarat to have an option for Ballarat residents and visitors to have something that represents Aboriginal people, so people can choose an Aboriginal experience when visiting etc.

Council infrastructure priorities (in order of priority) were:

1. Roads, drains, bridges and footpaths
2. Arts and cultural facilities

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3. Buildings and facilities

Council service priorities (in order of priority) were:

1. Youth services
2. Children and family services
3. Ageing well
4. Community safety

Other feedback included:

- Too many playgrounds without toilets
- Outdoor basketball courts/half-courts are great, and were very well used during COVID
- Waterpark for Alfredton Reserve
- More fun elements at Ballarat Aquatic and Leisure Centre such as water slides (Melbourne and Geelong have these)
- Better, more convenient parking out front of services
- Current parking isn't inclusive i.e. Discriminates against people, in particular seniors, who carry cash and can't use, or don't have, technology or tech skills
- Build accessible, vertical gardens in public spaces
- Partnerships with Neighbourhood Houses
- Public transport/bus service needs to be improved

Ballarat Community Garden

The Ballarat East and Brown Hill Community Gardens are made up of local community members who are avid gardeners or beginners who are wishing to learn how to grow their own produce. They are a not for profit organisation who promote organic and sustainable gardening practices. Across the two sites, over 80 people took part in the Day of a Thousand Conversations process. Seventy per cent were female, 30 per cent were male, and participants ranged in age from 35 to 84 years. Members of the community garden would like council to focus on the following areas:

Priorities over the next 10 years (in order of importance):

- Community health and wellbeing
- Recycling/reuse
- Liveability
- Active ageing
- Environmental sustainability
- Food security
- Climate change
- Circular economy

Other priorities included:

- Active transport
- Food forest
- Inclusion
- Fruit tree planting in open spaces
- Productive Gardening Strategy
- Reconciliation and recognition for Aboriginal and Torres Strait Islander people
- Urban Food Forest Strategy

Priorities over the next 4 years, specifically at the Garden (in order of importance):

- Some permanent infrastructure
- Electricity
- Accessible toilet with change table
- Concrete slab in the shed
- Upgraded kitchen
- New shade sail
- Play equipment
- A swing for seniors

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They would also like us to improve the amenities in the garden. They have asked for:

- accessible toilets
- permanent infrastructure
- electricity
- concrete slab in their shed

Ballarat Friends of Ainaro Community Special Committee (BFAAC)

Ballarat Friends of Ainaro Community Special Committee is a committee of Council that aims to auspice, promote and strengthen the relationship between Ballarat and Ainaro (Timor-Leste). The Committee held a discussion as part of the Ballarat: Our Future engagement process at a meeting on February 15, 2021. Eight people (4 male; 4 female) aged 25-70 years took part in the conversation. Their key feedback was:

- It is important to keep the wonderful work of the intercultural committee going so that people are welcomed into the Ballarat Community. The BE KIND thinking is such a positive welcome.
- We believe that it is highly important to support BFAAC. The City of Ballarat has a Friendship Agreement in place with the Municipality of Ainaro. We have a Strategic Plan and accompanying Action Plan which is a five-year document. This is what we work to with the people of Ainaro. The delegation from Ainaro, about this time last year, proved highly successful giving supportive information and listening to the needs of the people so that we as a City can continue to walk beside our Ainaro municipality in support and understanding.
- BFAAC is connected to a number of other groups including schools and universities in the community who work with us to implement the Strategic Plan. I believe this is a strong aspect of how BFAAC connects with other like-minded groups to get the work done. We appreciate the Chairperson being a Councillor and recently have truly benefited from having administrative support from currently Lisa Collins as well as her predecessors.
- Timor-Leste is part of our cultural identity in Ballarat. Even though there are only a few Timorese families living in Ballarat, our City has provided extensive support over a period of time and in particular during the turbulent days of pre and early independence. This goes back to the 1970s.

Ballarat Working Together and the Western Victoria Online PAG

Ballarat Working Together and the Western Victoria Online PAG are a disability-focused peer action group in Ballarat and greater Western Victoria. They made a submission via the Day of a Thousand Conversations process.

Key challenges for this group over the next 10 years can be summarised as:

- Sustainability of their meetings
- Connecting to the wider community
- The Western Vic Online covers such a vast area, if people don't have access to the internet then the group can't communicate properly with them
- Better communication options so people can stay connected
- Funding to continue their program
- Transport to get to their meetings
- Better relationships with local and surrounding councils

Key opportunities for this group in the next 10 years can be summarised as:

- Partnership with community through Neighbourhood Houses
- Partnership with Leisure Centres
- Partnerships with sporting organisations
- Lobbying for better transport facilities
- Promoting leadership in the community through training supplied by their group
- Bringing awareness to their program and getting more people involved through mainstream access and bringing more opportunities for people in the community

Key projects or priorities Council should focus on in the next 4 years can be summarised as:

- Health and wellbeing at the Ballarat Aquatic Centre. Bring back open doors to all people
- Better transport and accessibility all over Ballarat
- Social events for people with disabilities

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- Accessible toilets around Ballarat
- Change bluestone gutters and put a hump on it so wheelchairs can get over them (like they did in Bendigo)
- A mobility map for Ballarat. An electronic one also for phones.
- A chairlift into the pools at the Ballarat Aquatic and Leisure Centre
- Better drop off point right at the front door of the Aquatic Centre (drive in and drive out)

Buninyong Bowling Club

The Buninyong Bowling Club has been in operation since 1872 and has 122 members. The Buninyong Bowling Club has made a submission to the engagement process and have been very specific in their request to improve the Bill Innes Green. Their request is as follows:

- Fully excavate and remove the Innes Green on Inglis Street boundary
- Install surrounds drainage to accommodate surface and sub-surface water run-off from the Buninyong Botanic Gardens
- Install new foundations and drainage for the new synthetic green
- Install a new synthetic green
- Install new seating and shade provision around the new green
- Install new paving around the new green
- Install lighting around the new green

Central Highlands Prevention Network

The Central Highlands Prevention Network is comprised of a group of professionals working in local governments, health and other community organisations across Central Highlands with a particular focus on health and wellbeing planning and/or health promotion. Eight members prepared a submission as part of the Day of a Thousand Conversations.

This group stated that 'inclusion' should be included in the 'resilient and supportive community' Golden Thread.

Key challenges to health and wellbeing in the coming ten years were identified as:

- An ageing population is leading to increased prevalence of dementia.
- Food security - access and income. This will be impacted by COVID related payments and un/employment
- Climate change and its impact on food production.
- Mental health and its impact on and intersection with healthy eating and active living
- How do we become a multi-faceted health promoting city? How do we make healthy choices the easy choices?
- We will continue to increase social media and remote platform use in the future, how do we balance this with social connection, considering its strong correlation to health outcomes.
- Social connection is also interrelated with population growth and access to services.

Key opportunities for health and wellbeing in the coming ten years were identified as:

- Designing infrastructure for health, promoting inclusion, access and social connectedness
- Reduced time commuting being an opportunity for time to be commuted to healthy activities
- Placement of products and businesses that promote healthy eating and active living
- Universal design and inclusion for all, including environmental design. Universal design benefits all residents and workers, with a specific focus on the aged, people with a disability, culturally and ethnically diverse people
- There are opportunities to deliberately build in mechanisms to hear the voices of those that are often not heard
- Using a health promotion, sustainability and prevention lens to local issues such as food insecurity
- Ballarat4Kids provides a great opportunity for there to be a prevention and early intervention focus

Key priorities and projects for the next 4 years include:

- Equity - minority groups, access to services, accessible environments, health promotion
- Obesity prevention
- Continued focus on environments and infrastructure that promote health for all ages and abilities
- Health and wellbeing in contracts, tenders and all policies
- Continued focus on Aboriginal and Torres Strait Islander reconciliation and multicultural inclusion

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- Communicate the benefits of major events and projects and the impact on health and wellbeing
- Ensure a balance between supporting growth and maintaining our spaces and heritage
- Continued and meaningful engagement with residents via partnerships, advisory groups and forums
- Food security and promotion and support of local food systems
- Reduce the number of pokie machines

Commerce Ballarat

Commerce Ballarat is comprised of business leaders representing the Ballarat business community's interests.

Twelve members developed the following priorities on behalf of the group:

- Completion of Mair Street Upgrade - second stage
- Completion of Link Road - stage 2
- Opening Bridge Mall with a slow one-way road, from East to West
- Increasing the price of all-day parking in the CBD - to disincentivise people parking there all day and blocking the parks needed for turnover for our businesses
- These recommendations are about getting the right traffic movement through our CBD to support our small to medium sized businesses

Disability Advisory Committee

The Disability Advisory Committee is an advisory committee to Council that aims to improve access and inclusion for people with disabilities. The Committee took part in the Day of a Thousand Conversations process at their February meeting. Nine community members took part in the process.

Key challenges and opportunities for this group over the next 10 years can be summarised as:

- NDIS has resulted in choice - people wanting to do different things with life, so plenty of places need to be accessible and accepting
- Want to see Ballarat as a key destination for accessible tourism/accommodation. An inclusive city for everyone
- Climate change – very little public water available, little shade and few cooler places for residents to go. Ballarat's population is ageing, and we need active planning around these spaces. Need more seating at bus stops, throughout the town. Without such considerations, it creates a situation where people are reluctant to go out
- Sustainability of Ballarat – investment in solar labelling to light up areas to make them more accessible. Creative ways to keep people connected – COVID was a great example of the need for this
- Footpaths – during COVID we could exercise close to home, but there are no footpaths where I live. As the population ages, it is too difficult if surfaces are uneven to use public services. Need to make living in community easier; footpaths, increased seating and shade and shelter
- Transport – need to be able to walk to the local bus stop and need seating and shelter when I get there
- Need connected infrastructure - issue the challenge to Council that 'joining dots' becomes part of the planning process. People need to know what it is like to have a disability and where they can't get around. Things may be considered 'comfort' items for some people, but they are necessities for a lot of us. New developments must have footpaths and bus stops, but no requirement for seating, bus shelters etc.
- Mobile connection – hearing-impaired people often rely on mobile phones rather than land line to use text messages. It is important to have a good reliable mobile connection. Need reliable access in case of falls, injury or illness
- Work opportunities for people of all abilities. Council should become a leader in this space and understand that there are different types of disabilities

Key priorities and projects for the next 4 years include:

- Priority access for people of all abilities with every new or retrofitted project
- Accessibility is not just ramps or wheelchairs, as not all disabilities are visible
- Council culture – looking at projects that have been done without inclusivity. We have a Disability Access and Inclusion Plan, and this should be used for every project that Council does. Need to be part of the mindset of the organisation. Need to activate the Plan and let people know it's there. For example: The Plan should be part of staff induction. Perhaps provide a poster with pictures of people with disabilities that officers need to remind themselves who needs to use the service etc.
- Sensory rooms in infrastructure – Ballarat should be a leader in this space

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Extinction Rebellion

Ballarat Extinction Rebellion (Ballarat XR) is the local branch of a global organisation who are fighting to have the government act more strongly to prevent climate change by means of non-violent civil disobedience. They submitted feedback as part of the Day of a Thousand Conversations and raised the following issues:

- Set up a Citizen's Assembly on climate that can consult with experts and the public and take the burden off the Councillors to implement a rapid solution to combat climate change
- Improve public transport and invest in smaller, electric buses to reduce greenhouse emissions
- Review the Ballarat Housing Scheme to ensure houses are built to the highest environmental and energy efficiency standards
- Create an energy efficient town by installing solar panels on roofing and throughout car parks and selling the energy to local business
- Plant trees and revegetate cleared areas of the township to create habitat for native wildlife

Federation College Intermediate

Federation College is a branch of Federation University. It looks to prepare students to enter higher education, employment or in engagement activities. Students from the Intermediate VCAL class took part in the Day of a Thousand Conversations. The group was made up of 14 students aged between 16-18 years, 4 of whom were male and 10 were female. They discussed key concerns amongst the group and areas that they would like council to focus on improving. Some of the main areas of focus were:

- Youth engagement and education
- Improved public housing and community safety programs
- Improve accessibility around our streets for the physically impaired
- More employment opportunities
- Improved public transport
- Creating a more inclusive and supportive city for LGBTIQ+ community
- Encourage youth to become more engaged and active
- Parent education programs
- More services/support for those with drug/alcohol dependency issues
- Foster a more inclusive city for the CALD community through education and awareness
- Improved support services for mental health issues
- Create a safe city

Filipino Australian Association of Ballarat

The Filipino Australian Association of Ballarat has a membership of around 100 families for a total of 350 people. Eight working group members (five female and three male) developed a submission for the engagement process on behalf of the members. Feedback can be summarised as:

- Development of a community hub or drop-in centre for cultural groups and new arrivals.
- The construction of the Intercultural Garden that has been a priority of the Intercultural Advisory Group for more than 7 years and already has a master plan. This needs to be linked with the Ballarat Brass Band building to allow use of both indoor and outdoor space.

Food is Free Inc

Food is Free Inc is a community, grassroots, volunteer-led food security and education not-for-profit. The organisation has supported the Ballarat community to access fresh nutritious food for over six years and building community diversity, inclusion and cohesion. Seven members compiled the following feedback as part of the Day of a Thousand Conversations.

Key challenges for this group over the next 10 years can be summarised as:

- Financials (it always comes down to money with not for profits - but sadly it's the truth!)
- Space (we've outgrown ours) and have intentions to expand to allow us to do so much more for our community
- Council support from all departments, and issues with sharing space with other tenants
- Money for marketing

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Key opportunities for this group over the next 10 years can be summarised as:

- Community development programs - collaborating with at-risk groups to bring about change
- Much more regarding education programs - workshops/courses/skill shares etc.
- Growth - we have 70 volunteers at present and will easily grow to twice that once programs are in place
- Potentially employment opportunities for employing staff and enhancing skills
- Increase in visitors due to workshops/further promotion of sites etc.
- Many more fundraising opportunities to ensure a sustainable financial future for us

Key projects and priorities for the next four years can be summarised as:

- Community welfare
- Health & safety
- Environmental responsibility
- Creative industries
- Support for welfare agencies/not for profit/charities
- More health facilities - extra hospital/more doctors etc.
- Community development programs for diversity/at-risk groups

Friends of Canadian Corridor Incorporated

The Friends of Canadian Corridor Incorporated (FOCC) is a group of community members who work to protect and re-establish the habitat for native flora and fauna throughout the Canadian corridor. The FOCC took part in the Day of a Thousand Conversations and provided the following feedback:

- Completion of the development of the Living Corridors Strategic Plan and fully implement its activities, in particular the protection of the biodiversity assets in the Eastern Ranges wildlife or bio link corridor
- Completion and implementation of the Yarrowee River Master Plan, including the inclusion of the additional six southern creeks of the Canadian Creek system into the plan
- To complete the implementation of the final stages of the Koala Plan of Management first started in 2008. This would include the implementation of the Koala Plan of Management implementation Committee and koala monitoring, education, habitat restoration, street signage and speed limits and koala-trained wildlife staff.
- To develop and implement a 'Habitat Tree Protection Policy and Practices' to keep habitat trees within the City of Ballarat safe from damage and removal
- To implement shared walking and cycling trails along and connecting the Eastern Ranges (including Woowookarung Regional Park) with the Canadian Creek Trail. To advocate and support extensions and rerouting of the Goldfields Track between Mt Buninyong and Nerrina via the Eastern Ranges.
- To advocate for and support the incorporation of biodiversity-important land such as the old Commonwealth Rifle Range into the Woowookarung Regional Park.
- To support the establishment of the Bunny Rail Trail between Eureka and Mt Clear with future extensions to Buninyong.

Ingenia Lifestyle Parkside

As the owner, developer, and operator of the future Ingenia Lifestyle Parkside on Eleanor Drive, Lucas, Ingenia consider it important to have a voice in setting the community's priorities over the next four years. Ingenia Lifestyle Parkside will soon be home to approximately 425 seniors in a community of 250 dwellings. Ingenia also note there is another seniors' lifestyle community currently under construction (Lifestyle Lucas) which, once complete, will be of a similar size as Ingenia Lifestyle Parkside. Therefore, a growing senior population is expected in Lucas within the next four years. This influx of seniors into the Lucas area should be considered and prioritised by Council as part of future Council spending for the community.

Key priorities were identified as:

- Include Seniors exercise equipment within Lucas Central Park: Lucas is a growing suburb with hundreds of new dwellings to be constructed over the next few years. Ingenia submit that Council's budget should provide for the installation of a seniors specific exercise equipment park at Lucas Central Park. It is acknowledged that Lucas Central Park is a newly developed park and appears to cater relatively well for general public use. However, with an increasing population of seniors over the next couple of years, who will all live within walking distance from this park, it is important this parkland evolves to cater for the

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immediate population in the area. Therefore, a seniors' exercise park, similar to the one recently installed at Mt Pleasant Reserve, is considered to be an excellent community asset for Lucas in the future.

- Include a community garden at Lucas Central Park: After great success experienced by the community garden located behind the Wilson shopping centre, Ingenia suggest Council consider another community garden at Lucas Central Park. A community garden at Lucas Central Park will be better located for the seniors population of Lucas, being walking distance from two large lifestyle villages.
- Provide bus route and bus stop on Eleanor Drive, Lucas: With an influx of approximately 1000 seniors into Lucas in the next few years it is important Council consider this population demographic when providing new bus routes and bus stops. Seniors are often significant users of public transport and use public transport connections to access services and support existing local business. A bus stop in close proximity to Ingenia Lifestyle Parkside on Eleanor Drive, Lucas will provide suitable transport connections for a growing population within this community.

Koori Engagement Action Group

The Koori Engagement Action Group is an advisory committee to Council that is comprised of members from Aboriginal and Torres Strait Islander backgrounds and from various professional bodies such as Victoria Police and the Ballarat and District Aboriginal Cooperative. Six members made a submission on behalf of the group.

Key projects and priorities for Council to action include:

- The City of Ballarat's Reconciliation Action Plan – the most important thing is that the plan is actioned. Accountability of the Council in achieving the Reconciliation Action Plan (RAP) deliverables.
- There is a gap in Ballarat Aboriginal Information – a need for Cultural Centre to be established in Ballarat for tourism and education purposes. There's nothing really in Ballarat. We need to honour the local area, the Aboriginal history and continuing Aboriginal and Torres Strait Islander cultures. Establish a Cultural Keeping Place.
- Continue to build on relationships within the Aboriginal and Torres Strait Islander community.
- Establish a place that honours the Frontier Wars.
- A memorial and acknowledgement of the Stolen Generations in Ballarat especially since Ballarat has its own unique history with Stolen Generation members housed in the children's homes and orphanages and the intergenerational trauma caused by these government policies continue to affect community members. A broader awareness and understanding of this aspect of our past is required by the whole of the Ballarat community.

Napoleans Enfield Landcare Group

Napoleans Enfield Landcare Group is a group of volunteers taking on landscape change in a sustainable way since 1997, on public and private land in the City of Ballarat and Golden Plains Shire.

Eight members wrote a submission on behalf the group as part of the Day of a Thousand Conversations process.

Under the sustainability Golden Thread, they made the following comments:

- This thread should encompass the promotion and protection of biodiversity in the City of Ballarat, and refer to waterways, specifically the reduction of effluents and pollution in the Yarrowee river

Key challenges for this group over the next 10 years can be summarised as:

- Ageing membership of Landcare groups and attraction of new members
- Funding for the projects we voluntarily undertake
- Lack of a dedicated Sustainability/Environmental department at the City of Ballarat and lack of Council support for biodiversity in the area
- There are no facilities for Landcare groups to store equipment and tools etc. needed for public planting days

Key opportunities for this group over the next 10 years can be summarised as:

- Increase public awareness and the engagement of local people in caring for their environment and biodiversity
- Extend and enrich local biodiversity

Priorities for the next four years include:

- Deliver the Yarrowee River and Tributaries: River Corridor Master Plan priority projects

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- Revegetation along waterways and providing Biolinks - corridors for wildlife where possible
- Support and promote the protection of biodiversity in rural and urban areas. Gardens for Wildlife Ballarat is an example of a local group protecting and promoting urban biodiversity
- Support the diverse range of environmental groups operating locally
- Greater emphasis on creating and maintaining walking tracks and bike trails to cater for the already large and growing numbers of residents who use them, and less money spent on new sporting facilities for which Ballarat is already well catered

Spotlight on Sebastopol Community Reference Group

The Spotlight on Sebastopol Project has a Community Reference Group which is made up of approximately 12 local community leaders. The group met on four occasions between November 2020 and February 2021 discussing local priorities and exploring projects and opportunities that continue to improve Sebastopol. In February 2021 the group agreed to submit the following five Sebastopol based priority areas for consideration as part of Council's Ballarat: Our Future engagement process. They are:

- Deliver a new Community Hub in Vickers Street (replacing the existing Sebastopol Seniors Citizens Building)
- Continue to implement significant tree planting in Sebastopol as part of the Urban Forest Strategy
- Implement projects from the Yarrowee River Masterplan
- Continue to deliver projects at MR Power Park as part of the reserve's masterplan implementation process
- Explore, advocate for and deliver streetscape improvements along Albert Street / Midland Highway in Sebastopol.

Youth Council

The City of Ballarat Youth Council took part in the Day of a Thousand Conversations in February 2021.

- Sustainability and a resilient and supportive community were noted as the 'Golden Threads' that resonated most strongly with the group. They added in 'better connected communities' and stated that these need to be priorities now, not just into the future.
- Key challenges for young people and Ballarat were summarised as:
 - Transport problems - getting to and from places easily
 - Mental health - access to free and confidential services and services for primary school-aged children
 - Climate change
 - Homelessness
 - Gaining independence, needing permission for everything - from Council, parents, teachers and others
 - Unemployment
 - Safety and high crime rate
 - Prejudice - against young people, people with disabilities
- Key opportunities for young people and Ballarat were summarised as:
 - More opportunities to learn about Aboriginal culture and history - not just focusing on the wrongs committed against Indigenous people but their rich history
 - Opportunities to engage a more diverse voices in decision making and events
 - There are plenty of programs that help young people develop creative skills. There are opportunities to engage young people in paid roles to use these skills.
 - Opportunities to learn how to better work with people living with autism.
- Key projects or priorities for Council to focus on in the next 4 years were summarised as:
 - Mental health in young people, including primary school-aged children
 - More meaningful and paid opportunities for young creatives
 - Homelessness – Identifying what support is most crucial
 - Promoting equality and inclusion - including for Aboriginal and Torres Strait Islander people, people with disabilities, people identifying as LGBTIQ+ and people from diverse cultures
 - Prioritising sustainability
 - Bridging the gap between older and younger generations
 - Represent the views of young people, including primary school-aged children

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Other recent engagements**Children's Consultation Report**

The City of Ballarat conducted an extensive children's consultation in October and November 2020. One hundred and forty-eight children aged between two and 13 years participated by providing written submissions via Council's My Say page or in hard copy, and by visual storytelling. Feedback from the children can be summarised as a need to:

- be included in decision making and community engagement
- feel safe, no matter what neighbourhood they live in
- have access to well-maintained parks, playgrounds, lakes and amenities
- be a part of a friendly, welcoming and inclusive community

Youth Consultation Report

In September 2020, City of Ballarat conducted a planning session with our Youth Council to prepare for the Municipal Public Health and Wellbeing Plan. The main topics covered were climate change, mental health and how the two can be inter-related. Suggestions were made about how the City of Ballarat can help tackle climate change:

- Storm water collection – more of our big stadiums and green spaces should use the example of the [Water Square in Rotterdam](#) which has facility for skate parks and basketball courts in dry periods but can also collect enormous amounts of storm water runoff which could be used on neighbouring green space
 - Green cities – Vertical gardens and plants on buildings in the city - without taking up the space a tree would. Working with nature rather than as two separate elements of green space and buildings. The merging of the built environment with the living elements must be good for mental health - it feels more welcoming and probably improves air quality
 - Create more public vegetable patches like Food is Free Green Space or green strips (verges). As backyards get smaller and houses bigger, bring the gardens into the front and utilise the space, share produce with our neighbours. These can be a viable option to promote healthy eating.
- The group also discussed issues that youth have gaining mental health assistance and raised the following:
- Lack of mental health workers - Need more mental health workers to come to this area to live and work. Wait times to see an appropriate mental health worker are far too long to be effective, often 3 months or more. Research shows people moving to regional areas to work but returning to the city as they find it isolating to work here.
 - Affordability and access – limited access to free and low-cost mental health providers. There is more availability through private practitioners, but at \$100-\$200 out-of-pocket expenses to see a psychologist, this becomes inaccessible for young people who are students or on low incomes. More complex mental health issues are often referred to specialists in Melbourne.
 - Lack of specific and low-cost mental health workers – As a young person on low income who has had to seek mental health advice, there are a large number of psychologists in Ballarat. But once you reduce these down to ones which specialise in youth issues, and then to those who will subsidise your visit, and out of those only a few will look at a mental health plan, you are then left with only 1 or 2 options. So, the waiting periods are very long and by the time you see them you may have different issues or the issues are in the past and you don't feel like talking about them anymore. Even if you have a mental health care plan in place it may not be free to access further advice.
 - The discussion also touched on how creating green spaces can improve people's mental health with researching confirming that forest therapy is beneficial for both mental and physical wellbeing.

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Appendix I – Community Conversations in the Park summary notes

Brown Hill

Priorities for the next 10 years:

- Traffic management - better safety for pedestrians, cycle paths
- Low-cost or free health & wellbeing activities in accessible, safe and inclusive spaces - improve mental & physical health
- Work towards youth employability through workplace training and assessment
- Community hubs/centres - Places to find information, to connect and to learn. Easy access, free, parking, diverse offerings, cater to changing demography
- Employ honest upper management that don't rip ratepayers off

Priorities for the next four years:

- Sensitive building development with safe access to existing roads
- Off-leash dog park at rear of Brown Hill Oval (near Wallaby Track)

Other comments:

- In the 'Golden Threads' there is no mention of education. Suggest a city that values and celebrates education right throughout life, is actively engaged in lifelong learning (informally, formally, promotion/information distribution). Council role as promoter/information distribution point.
- Bring the Council webpage up to date - specifically mentioned the Community Groups contact/information pages
- Improved/more recreational activity on east side of Ballarat
- Council takes a long time to deliberate, and when/if action finally happens, the end result is usually "below par"
- Sensitive development - restriction of subdivision of blocks into multiple (high-density) residences, consider traffic management and safety prior to subdivisions
- Brown Hill Local Area Plan (LAP) needs to be completed
- Off-leash fenced dog park in Brown Hill

Council infrastructure priorities were (in order of priority):

1. Roads, drains, bridges and footpaths
2. Aquatic facilities
3. Buildings and facilities

Council service priorities were (in order of priority)

1. Environment
2. Ageing well/Community development (equal second)

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3. Waste and recycling/climate change/aquatic services (equal third)

Ballarat East

Priorities for next 10 years:

- Do up significant buildings
- Develop more as tourist destination
- More performing arts-centric events that generate income for businesses and artists
- People generally love public open spaces - hoping for parks to be protected and maintained so the community has safe spaces that can encourage them to be active

Priorities for next four years:

- Maintaining current environment
- Mental health & wellbeing of community members through participation in low-cost or free activities, offering social connection, contribution to community to optimise and improve personal wellbeing
- Variety of housing spread throughout neighbourhoods and suburbs
- Station Southside - develop an homage to Phoenix Foundry, with an example or two of their locomotives running short tourist trips on weekdays and holidays
- Supporting growth of city - sustainably, environment, diverse community, maintain character

Other comments:

- Improve retail in Ballarat East

Council infrastructure priorities were (in order of priority):

1. Major facilities, tourism or events/Arts and cultural facilities (equal first)
2. Roads, drains, bridges and footpaths
3. Ballarat Animal Shelter

Council service priorities were (in order of priority)

1. Access and inclusion
2. Community safety
3. Events/Tourism (equal third)

Buninyong

Ideas for Buninyong:

- Good cycling paths that connect locations across Buninyong and surrounds

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- Safe crossing points from the major bike track particularly over the highway at the main roundabout in Buninyong
- Improved toilet facilities at De Soza Park to accommodate community gatherings and large events. Ones that are easy to clean and are difficult to damage
- More game shops
- Bring the community together in different ways
- Hold more free events in the park

Ideas for Bridge Mall:

- Add colour and more trees
- Have cool cafes dotted across the mall to bring people in
- Revitalise it

General ideas:

- Recycling bins in more locations

Delacombe

Priorities for the next 10 years:

- Wiltshire Lane traffic volume too great!!
- Portable pump track
- More trees for shade
- Increasing activity area
- Trash and treasure to former Cattle-yards site or Victoria Park
- Dog park at Doug Dean Reserve (fenced) – impact of COVID-19
- Tram track on old Saleyards railway corridor
- Bring back Cab Fest!!!
- Water park at Doug Dean Reserve
- More things to do in the Doug Dean Reserve i.e. distance markers, info signage for artefacts and natural environment

Projects and priorities over the next four years:

Ideas for Delacombe

- Larger skate park like the one near Barkly Square
- New larger basketball court
- Drink taps near the teen area/ skate park

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- Cinema
- Water park
- Area for skating – solid concrete area for scooters, skates etc.
- Mobile skate ramps
- Big trees and shrubs at Doug Dean Reserve

Ideas for Ballarat area

- Flipping gym
- Indoor Skate Park
- Skate park in Sebastopol
- Hold an Inside Ramp Fest event
- Parkour
- Promote dog parks because people still allow dogs to be off lead at the lake which is a risk to wildlife.
- Aim to create a future where Ballarat is hi tech
- Better public WIFI in town as the car park app doesn't work well with public WIFI
- Retro games
- Footpaths for riding

Ideas for Lake Wendouree

- Using bollards instead of high lighting to reduce light spill and impact on nocturnal animals/ seasonality especially where possums live
- Moving fireworks to View Point where there is less wildlife
- SpringFest – minimise impact on grass as it increases the risk to wildlife as more will cross the road. Hold Spring Fest in the North Gardens and use the west-side area as a picnic zone. Hold less functions at Lake Wendouree and activate the North Gardens Reserve instead/ find locations away from waterways. Spread out activities like is happening for the Begonia Festival.
- Don't close off parts of Lake Wendouree for events. Leave it open for the community to enjoy. Create quiet zones instead.
- Support volunteers or employ someone to look after the wildlife and share their information with the public.

Council infrastructure priorities were (in order of priority):

1. Roads, drains, bridges and footpaths
2. Aquatic facilities
3. Animal shelter

Council service priorities were (all equal)

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- Access and inclusion
- Aquatic services
- Events

Miners Rest

Priorities over the next 10 years:

- Implementation of components of the Miners Rest Township Plan, which was adopted by Council in December 2019.

Priorities over the next four years:

- Sports precinct planning (including flood mitigation) and the commencement of delivery of some parts of the precinct in the next 4 years
- Greater connections between the newer subdivision areas and the older township settlement
- More enhancements at the Community Park, including a refresh of the existing BMX track and a new Aquatic play facility
- Requirement for flood mitigation works
- Fenced dog park

Council infrastructure priorities were (in order of priority):

1. Roads, drains, bridges and footpaths
2. Sport and recreation facilities
3. Aquatic facilities

Council service priorities were (very similar rankings):

- Waste and recycling
- Ageing well
- Children's and family services
- Supporting local business

Alfredton

Not enough attendees for a summary of ideas

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Appendix J - Project ideas: Infrastructure

Third hospital
Waste to Energy Project
School buses used for transport during the day
Permanent indoor rock climbing or ice-skating rink
Formalise mountain bike trails
Bus loop taking people to key destinations
Yarrowee Creek through Sebastopol Yuille Wetlands upgrade
Sturt Street tram or light rail service - could go from City to Lake and also out to Federation University and Sovereign Hill
Expand the use of the airport into alternative areas such as aircraft maintenance and storage, in collaboration with TAFE
A safe accessible railway Station with adequate free parking, toilets and a lift
Household food waste collection
Expand train line (to Lucas, Warrenheip, Delacombe)
Traffic lights corner Skipton St and Hertford St
Traffic lights corner Skipton St & Rubicon St
Traffic lights corner Latrobe St & Wiltshire Lane
Another major lake. Options include upgrading Lake Learmonth or creating a new lake in currently undeveloped areas
Footpaths in every street
Intercultural Garden for multicultural performances and flag raising ceremonies
Aboriginal Cultural Centre to hold ceremonies, deliver cultural awareness programs, learning packages, share arts and culture initiatives
Dedicated space for Aboriginal truth-telling in a very public space such as Lake Wendouree. Berlin is an example of truth telling in public spaces via signage, symbols, memorials - honest, uncomfortable but respectful and pervasive. Use English and Wathawurrung signage.
Use English and Wathawurrung/Dja Dja Wurrung signage
Manage traffic from Alfredton/Lucas down Sturt Street
Close Lydiard St. gates off both sides and relation bus stops all around the station and put cafes in
Put power lines underground instead of destroying trees
Care for our regional parks that are close to Ballarat (such as Creswick, Woowookarung etc.) and limit development near these areas by creating a buffer zone.
Complete the link road along Dyson Drive
Consider other types of infrastructure such as overpasses for Dyson and Remembrance Drive and Sturt and Gillies Streets.
Another Hockey pitch at Prince of Wales Park
Trees are not planted (new subdivisions) until properties are built-on and occupied to avoid vandalism and inadequate maintenance
Water park in Buninyong
Address school traffic near Damascus and Emmaus schools
Develop Bridge St Mall into an entertainment and restaurant hub
Buninyong Bypass
Use of electric buses half the size of existing buses
Level crossing gates restored and operational
Free car parking in the city centre
Advocate for high speed rail

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Ensure all sporting venues can cater to every level of sport participation, from elite (international) through to junior level
A monitored young-persons hub that is open 24 hours a day
Improve Water Street streetscape as an entrance to Ballarat
Improvements to Daylesford Road to manage traffic in new housing area of Brown Hill
Disability access to every facility
A salt-water pool for those with chlorine allergies
A dog swimming facility
Continued work to address Coles carpark and Bridge Mall safety concerns
Much greater investment in updating the electricity network to allow for more renewables
Train to the airport
Domestic flights out of Ballarat
New or upgraded library for Wendouree
On-call buses
Traffic lights at Cuthberts Road/Sturt St/Dyson Drive in Alfredton/Lucas
Creswick Road near Mars Stadium to be paved and trees planted. A proper car park should be developed at the old John Valves site for sporting events at Mars Stadium
School bus service for urban children as well as country kids
Aboriginal Monument erected in the Heart of Ballarat not hidden away followed by further permanent Aboriginal statues/structures to showcase our existence in Ballarat
Include accommodation, eateries and residences in the Bakery Hill upgrade
Open up the Mall, improve parking and set up as a gastronomical hub
More special-needs playgrounds or facilities (such as We Rock the Spectrum or Made Museum) into Ballarat
Improve facilities at the Ballarat community garden to enable it to reach its potential as a hub for community participation in gardening.
Pedestrian crossing near Sebastopol library
Traffic lights installed at Victoria/Bridge St roundabout
Start the refurb of the central library. Increase the square metres of the tiny Wendouree library. Imagine a city with a boutique library in the centre of Ballarat and substantial libraries in the North, South, East & West of the City. Is the Eureka flag stars a model on which to base locations?
Look at the Wollongong Cycling Strategy and maps as a model of promoting active travel and recreation
Promote cycling by projects such as interest-free bike loans, free bikes for people on health care cards, safe bike storage options all around the town, clear bike lanes, safer roundabouts
Roundabout design to have a cycling lanes all the way around, and do away with concrete kerbing that forces cyclists into the path of vehicles (such as at the Pleasant St and Wendouree Pde roundabout)
Aboriginal monument erected in the heart of Ballarat
Tourist cycling route - CBD up Eureka street and up to Mt Warrenheip with the cupcake shop on Eureka street, Mill Antiques and Kryal castle en route but the road up to Warrenheip is very potholed and could do with resurfacing.
The Link Road connection to Midland Hwy
Improve mobile phone coverage, much of the Lucas area is compromised by very limited mobile phone cover. I am told that many (in the Lucas area) are not able to communicate via mobile phone inside their home
An area of Ballarat dedicated to youth with a one-stop entertainment and assistance facility. For example, a whole street or warehouse section with places like paint ball, Timezone laser tag, go-karting, indoor sporting facilities, extreme bounce, parkour etc. Also provide job seeking services and other similar assistance.
Improvements in the Yarrowee drainage basin.
Complete the Yarrowee River Master Plan including all the small creeks in the Canadian Creek basin accompanied by the ongoing expansion and building of living corridors with the city plus the implementation of the urban forest strategy with underground works.

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Urgently set aside land for parking at Lucas Primary/Sienna Primary school to ensure the safety of the students, parents and staff
Creek walkway/park facilities linking Macarthur Park and old Miners Rest. This must include flood mitigation works
An internationally recognised sporting precinct
Work with our Aboriginal community to develop a healing space
Build a library at Delacombe Town Centre
Marty Busch Reserve upgrade to include toilet at BMX track and canteen facilities
Airport emergency hub
Monorail to connect north south east west with connections to university, library and shopping centres
Connecting green corridors like creek lines and the Woowookarung regional park
More hockey pitches, including at least one Olympic standard pitch
Placing a walking bridge over the railway tracks to link Brown Hill to St Francis Xavier primary school/Mt Xavier golf club to ease congestion in Fussell Street especially around school drop off/pick up time. Footpaths may also need to be created from the bus interchange up to the footbridge allowing students to walk from the interchange, about 500 metres.
Light rail from Bonshaw around to Lucas and through to the Ballarat Station
Carngham Road needs to be widened sooner rather than later into a two-lane road, as does the Glenelg Highway, Dyson Drive and Learmonth Street. And in the east Water Street/Daylesford road needs widening.
Create an additional hospital or day procedure clinic at the saleyards site
Library in Lucas
Divert water into Lake Learmonth.
Make Miners Rest BMX track bigger and safer
Beautification of all the streets around our waterways (Yarrowee River) and drainage system along Anderson St west & east. Bendigo's drainage system runs through their gardens in town and gives a feeling that you are in a European city
Bike track running alongside the train line from Wendouree station to the Ballarat station. The space is there as one of the train lines has not been used for years and people could then cycle from Lake Gardens/ Alfredton to town and feel safe being off the main roads. Also people from the centre of town could ride their bikes up to the lake.
Ballarat needs a central Youth Activation Space: a space, whether dedicated or integrated, for young people to share their skills and interests with their peers, develop their entrepreneurial and creative skills, make new social connections, participate in youth led events, volunteer and take up leadership opportunities. An activation space for young people to actively facilitate and participate in activities as they envision them and as these benefit their career and life goals as well as health and wellbeing
New animal shelter.
Flood proofing the streets around the Miners Rest Primary School
Quality built and inspiring children's playground, inspired by nature. I reference Royal Park Nature Playground in Melbourne and also the Gateway Sanctuary Nature Playground in Geelong for inspiration.
An international standard athletics facility
Transport infrastructure to support electric and driverless vehicles
Ballarat bypass: clean up all the messy native trees along the Western Highway near Ballarat, keep the grass mown, add some modern facades to all the overpass bridges to update their appearance. Run a professional photo competition to get some photos of Ballarat greatest attractions. Place these on billboards along the Western Highway in Ballarat
Review parking system in the CBD
Arranmore Estate wetlands are over grown and create snake-bite risk: need to be cut back
A dedicated off-road Bike Path Network (Gregory St, Giles St and Learmonth Rd as priority)
Tram network (use Heritage Trams to complete loop around Lake Wendouree and modern trams on Sturt and Howitt St)

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Try to create different industrial hubs where similar companies can work and strengthen each other, compete with each other and work together where needed. For example an agri business hub, a transportation hub, an engineering hub etc
Solve traffic congestion and parking issues resulting in less pollution by implementing a Cycling strategy
An updated waste facility with a tip shop, commercial grade composting facility which can handle food scraps, and full recycling facility including glass.
Aboriginal Cultural Centre that can become a place where tourist visit and learn about Australia's hidden history
An expansion of the gardens perhaps spread out to the War Memorial
Enhancement of the Civic Hall facilities to enable more theatrical productions and South Street competition events
Develop community hubs with free facilities for creative activities, with special areas for children and young people to develop their ideas - including in the performing arts
Miners Rest sporting complex
Arts community centre: attracting artisans in residence, teaching
Indigenous Centre for art, storytelling, exhibition and education
Expand the Art Gallery of Ballarat
Live Music Strategy
Make some central Ballarat Streets traffic free
Move powerlines underground to protect trees
Indigenous-inspired play and garden areas for all to learn from and enjoy
Indigenous food plant garden and nursery in Botanic Gardens precinct
Continue Yarrowee Creek redevelopment from Eastern Oval to Leith Street Bridge
Build on the North Gardens sculpture park
Aboriginal Art Gallery
Upgrade the Observatory
Develop the Humffray Street school into community housing
Involve Wathaurong Aboriginal Corporation in decision-making about water quality and management in the Yarrowee and its tributaries
Commence a program of undergrounding ALL powerlines in the CBD quadrant - the heritage area bounded by Eyre St and Mair Street
Another indoor swimming and fitness facility in Ballarat to cater for growth
Add an indoor/outdoor cafe to Ballarat Civic Hall
A demonstration edible garden in Sturt Street
Bike lanes that are separated from motorists and pedestrians along major routes such as Sturt Street
A bigger central library - perhaps at the Sturt Street end of Bridge Mall - with expanded computer access and an auditorium plus community meeting spaces - with adjoining park, playground and cafe like the Geelong library
Toilets for those using mountain bike trails at Black Hill
Upgrade of sporting facilities in lesser known sports to assist their sustainability and growth. e.g. croquet, pétanque, disc golf
Extension of Black Hill mountain bike trails
Change bus timetables to improve access and extend hours of operation
Improve access to the Ballarat Hospital
Exercise equipment through/around Victoria park
Extend and connect our bike paths: Skipton Rail Trail is great, bike path to Windemere is great, path to Gong Gong Reservoir is great, the Buninyong bike path is great - but they don't connect to anything.
Clean up Yarrowee Creek and extend the walking trails along it
Remove pine trees from Black Hill Reserve and replant with more appropriate native species.

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Invest in the lake and trails to create more interest there - arts activations, make it swimming friendly and put in a beach or invest in the trail infrastructure to get more of our citizens walking and riding - create inspirational art along the way with local artists to differentiate our trails from those in other destinations. Use them to tell our stories of heritage and future aspirations.
Turn Victoria Park into Ballarat's Central Park - mow and slash, use Central Highlands Water recycled water to green the park year-round
Recreate the Yarrowee River system
Solar farm
Replicate the Mornington Transfer Station/Secondhand shop model
Re-wild the Yarrowee River including bringing it above ground between Mair and Steinfeld.
Rewild Canadian and Gnarr Creeks.
Articulating the shores around Lake Burrumbeet to raise the standard to be somewhat close to that of Lake Wendouree.
Connecting green spaces and wildlife corridors like the Canadian Creek to Woowookarung Regional Park
Replace all non-native street trees
Recharge stations for e-bikes and scooters
Ballarat to become energy independent by using sustainable energy sources, committing to extensive funding of research into advanced energy sources, and setting up international level research facilities to attract the best people in the world.
At least 5% of the Council budget or \$20 per person in the region should go towards improving and increasing pedestrian and cycling infrastructure to increase uptake by improving safety, accessibility and desirability.
Public Gathering Space at the Saleyards site. Another place like Lake Wendouree. Somewhere people can gather in large numbers; somewhere that is of continuing interest year-round. A place that provides connections for people across Ballarat. A place that has gravitas. A place that is important to the community with links to the Yarrowee River and Victoria Park, a grand approach on Latrobe (an avenue of trees with bike lanes). Create a scale (a statement, open spaces) and balance (practical, usable design feature). Create a wide terraced entry. Create a focal point beyond the terrace: a memorial and lookout tower building; infinity pool and waterfall dropping over a bluestone wall. Provide opportunities and meeting rooms for community groups, artists to stage events. Provide amenities: shops, cafes, toilets, playgrounds. Provide spaces for exhibitions, markets and educational activities. Provide tiered seating in the terrace area (suitable for entertainment or a town hall meeting). Provide trees for shade, beauty and wildlife. Run zero emission shuttles between Ballarat station and the Gathering Space. Create a memorial (in consultation with the community) for those affected by domestic violence and sexual abuse and/or a memorial marking Aboriginal history and cultural heritage
Common land next to the Ballarat North Water Treatment Plant could be made into a community asset: A chain of ponds could be built and enhanced with beautiful trees and gardens as a respite area for travellers (and a battery charging station for electric vehicles). It could also be a site for an overnight parking bay for motor homes. The paddock could be developed into a permaculture perennial garden utilizing waste water from the CHW plant. Unemployed people, people on community corrections orders, people with disability, prisoners on work release, school children and the Ballarat Permaculture Guild could all be engaged in building and maintaining these gardens. The food produced could go some way to alleviating food insecurity in the city.
In Learmonth Street, Alfredton, speed should be reduced to 60km until you reach the end of the housing and golf range
Installation of safety net on the Learmonth Street side of the golf range
Burrumbeet Creek in Miners Rest needs weed control at the back of Arranmore Estate
Development of the southern Wendouree train station precinct with platform access, shops, plaza, bike parking etc.
Dedicated off road bike path network in Gregory Street, Giles Street and Learmonth Road.
BMX and pump track at Alfredton Reserve
Community centre for Canadian, possibly at Sparrow Ground
Sealed car park at Mt Pleasant Reserve
Footpath from Humffray St South to Hill St along the Yarrowee Trail
Dog park in Alfredton

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Expansion of Winter Valley Creek Trail to Alfredton
Buninyong Dog Park
Footpath on Armstrong Street South between Carpet Gallery and the 400 block as people are forced to walk on the cobble stone gutter.
Playground at White Flat Oval
Extend the Yarrowee River Trail from Magpie to Napoleons then loop back into Buninyong via the Union Jack Creek or Scotchmans Lead Road
Safe walking track that goes around the perimeter of Sovereign Hill - Elsworth St is not safe
Close to traffic Main Road between Humffray St and Little Bridge St
Upgrade Water Street by building curb and channelling, a bike path and large street trees and garden beds
Traffic lights across Geelong Road as it passes through Buninyong
Footpaths installed in old Miners Rest
A bike or walking trail on the old train line reserve in Alfredton. It could go all the way out to Delacombe.
Acknowledge that the road through Victoria Park is used to get from Alfredton to Ballarat Central by realigning the road at Eyre St/Russell St from the park
Connection of green spaces and walking/cycling paths to Woowookarung Regional Park
Speed humps or traffic calming at the Clayton/Joseph St intersection
Upgrade Glenelg Hwy roundabout near Delacombe Town Centre
Improvements to the Ballarat East Public Garden including tree planting and improvements to the walk.
Work with the state government to get a secondary school in the south-west
Community centre in Ballarat Central
Act on the consultant's report on the Ballarat East Civic Precinct, in particular the restoration of the Ballarat East Town Hall gardens
Duplication of Geelong Road from Lal Lal Street right through to Buninyong
Supermarket in Ballarat East
Library in the east of Ballarat
Raise the condition of all residential streets to a level commensurate with current construction standards - in central Ballarat alone there is sufficient justification for a strategic stocktake and assessment, masterplan for their rehabilitation and inclusion as a separate item in future budgets for infrastructure works.
Further development of the linear park that runs along the Yarrowee Trail from the Eastern Oval to beyond White Flat. The Eastern Oval side should be developed as the active sports component to serve this purpose, with an indoor swimming pool and gym, and with an all-weather lawn bowling centre (it would require the purchase of the Haymes paint site). The south side would be for more passive recreation, with a weir at the southern extreme of White Flat creating a 'Torrens-style' lake that could come upstream as far as the confluence of the Yarrowee and Canadian Rivers. White Flat would include areas for limited off-leash dog walking for nearby residents. The Yarrowee Trail provides scenic links both north and south for walkers and recreational bike riding.
Reliable public transport between Colac, Ballarat Daylesford Castlemaine...Daily buses and trains bridging these towns
Upgrade Ken Kay Stadium
Establish a circular suburban rail system to connect Delacombe, Wendouree, Ballarat, Canadian, University, Buninyong and Sebastopol. Most of this could be established on existing railway easements.
Motorsports complex
Traffic lights and pedestrian crossing along Albert street & Skipton street near Safeway
Car museum to display the great range of veteran, vintage and classic cars that we see around Ballarat every day
Longer right turn period from Gillies St to Sturt St
Traffic lights at Albert St roundabout
Civic Hall: commercial kitchen, sound and lighting, bar
Trains from Ballarat to Geelong both way and Ballarat to Bendigo both ways
Station Southside - develop an homage to Phoenix Foundry, with an example or two of their locomotives running short tourist trips on weekdays and holidays

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Off-leash dog park at rear of Brown Hill Oval (near Wallaby Track)
Buninyong: Safe crossing points from the major bike track particularly over the highway at the main roundabout
Improved toilet facilities at De Soza Park
Dog park at Doug Dean Reserve
Portable pump track in Delacombe
Water park in Buninyong
Larger skate park in Delacombe (like the one near Barkly Square)
New larger basketball court in Delacombe
Indoor skate park
Skate park in Sebastopol
A public bus system running entirely on hydrogen
Easy access transport links to outlying towns. Allowing kids in fringe towns (Learmonth, Miners Rest, Dunnstown, Napoleons, Ross Creek etc) access to Ballarat throughout the day would encourage better community inclusion for our youth.
Library in Alfredton
More parking around central library
Park and ride out east Ballarat/Brown Hill
Establish a Community Hub (or Drop-In Centre) for cultural groups and new arrivals with tea and coffee facilities, plus for meetings, forums and conferences etc. This Hub needs to be reasonably priced, plus available for daytime and evening gatherings, centrally located with accessible parking (E.g. Like Kohinor Centre and/or Armstrong St North childcare used to be).
Intercultural Community Garden at Len T Fraser reserve
A keeping place/ living cultural experience within the library structure to store and have on display local Aboriginal artefacts
Another multi story carpark in town
Create 2-minute parking in Armstrong St for restaurant take away collection
Construct a new regional indoor cricket centre at Eastern Oval and reintroduce a turf wicket / square at City Oval
Include unisex toilets in all public toilets
More notice boards around the city, electronic and physical
Water park in Miners Rest
Installation of synthetic green at Buninyong Bowling Club
Safe injecting room
Include seniors exercise equipment within Lucas Central Park
Include a community garden at Lucas Central Park
Provide bus route and bus stop on Eleanor Drive, Lucas
Self-supported water system/reservoir
Warrenheip Street (Buninyong) upgrade including addressing safety concerns
Masterplan for Buninyong Botanical Gardens
Slip lane for entry and exit from the Buninyong cemetery completed and consideration of a treed median strip in Warrenheip St
Create an attractive gateway from Geelong to Ballarat in Buninyong
Gathering place for the stolen generation (potentially at Ballarat Orphanage)
Change bluestone gutters and put a hump on it so wheelchairs can get over them (like they did in Bendigo)
Better drop off point right at the front door of the Aquatic Centre (drive in and drive out)
A chairlift into the pools at the Ballarat Aquatic and Leisure Centre
Increase the price of all-day parking in the CBD - to disincentivise people parking there all day and blocking the parks needed for turnover for businesses
More seating at bus stops, throughout the town
Sensory rooms in infrastructure – Ballarat should be a leader in this space

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A memorial and acknowledgement of the Stolen Generations in Ballarat especially since Ballarat has its own unique history with Stolen Generation members housed in the children's homes and orphanages and the intergenerational trauma caused by these government policies continue to affect community members
Community Hub in Vickers Street (replacing the existing Sebastopol Seniors Citizens Building)
Explore, advocate for and deliver streetscape improvements along Albert Street / Midland Highway in Sebastopol.
Storm water collection – more of our big stadiums and green spaces should use the example of the Water Square in Rotterdam which has facility for skate parks and basketball courts in dry periods but can also collect enormous amounts of storm water runoff which could be used on neighbouring green space
Vertical gardens and plants on buildings in the city
Public table tennis (concrete) in parks and around the Lake
Connect electricity to Ballarat Community Garden
An accessible toilet at Ballarat Community Garden
A concrete slab at the Ballarat Community Garden
An upgraded fit out of the kitchen at Ballarat Community Garden
A new shade sail at Ballarat Community Garden
A swing for seniors at the Ballarat Community Garden
A drinking fountain with a dog bowl on Dyte Parade alongside the walking track

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Appendix K – Project ideas: Growth and development

Affordable environmentally friendly sustainable development that pushes estates to have 7 star minimum housing, social and public housing quotas in any new developments, as well as compulsory infrastructure that must be included in any developments - bike paths, pavement, and community spaces and other infrastructure.
Area between Mt Clear & Mt Helen to be retained as at least low density rural/residential. This extends to Mt Helen /Buninyong corridor that is all included in the Canadian Outline Development
Create a second city centre at the old Sale Yards, so that modern, mid-high rise, medium density construction can occur there, with views over Vic Park, leaving the original city for food, entertainment, tourism, arts, culture and medical
To prevent loss, trees should not planted (new subdivisions) until properties are built-on and occupied. We suggest that these beautiful/expensive trees should not be planted until a certificate of occupancy is issued
Using 20-minute neighbourhood model - people can be active (walk, ride etc) in safe environments to access health care, parks and open spaces, food and medication.
All new buildings to have a minimum 8-star rating
All new housing to have the highest level of renewable energy systems and rainwater storage in new builds.
Support to endure heat sink reduction by making roof colour in all new builds - light grey - not black.
Developers not permitted to deforest any further with any development to protect current tree cover and biodiversity.
Encourage and support high-rise residential and office developments (8-10 storey)
Heritage buildings could sit alongside bold green walls installed on non-heritage buildings and new builds could be avant garde highlighting the clash of old, new and green works to reinvent our cityscape in a much more dynamic way.
Make some central Ballarat Streets traffic free
Have very strict building regulations in Sturt street and surrounding to make sure new buildings will be built in the gold rush style
Establish secure, reliable protection from development for Mount Buninyong
Advocate for the Sustainable Subdivisions Framework and promote to local developers, aim for the highest levels of energy efficiency and circular economy principles available within this framework.
A creative look at affordable and green housing. There are so many inspiring ideas from around the world e.g. https://www.localpeoples.com/our-research/intergenerational-living
Require widened footpaths and road verges in new subdivisions to allow for the planting of large street trees because private blocks are no longer large enough to accommodate them
For infill developments require a communal garden space (large enough for a mature tree) to be included in all subdivisions larger than 3 units
Public Pocket parks (in the case of a single tree) or larger parks should be mandatory around any existing native trees in all new subdivisions
Build work zones into key places outside of Ballarat central especially in new land releases.
New stringent standards for new builds and new housing developments which include more open spaces, larger block sizes and higher energy ratings.
Complete the Buninyong Township Plan
Complete Mount Helen Neighbourhood Character Study
An environmentally sensitive Schedule 2 NRZ for Mount Helen
Work with the state government to get a secondary school in the south-west

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Infill development at Bakery Hill and the Station Southside Redevelopment curated by an Urban Infill Development Authority jointly funded by BCC and Victorian government. Residential infill development also abutting the Howitt St/Stocklands precinct
Social housing comprises at least 20% of all residential development within the high-density infill. Incentivise private developers to make such investments by a 50% reduction on rates for the first three years of operation of their residential developments
Negotiate to create an Urban Infill Development Authority with initial joint funding by BCC and the Victorian government which will oversee land acquisition for development consolidation, and preparation of parcels of land for the market to respond to design briefs - to achieve building excellence (aesthetics, energy efficiency, low-carbon innovative materials use)
Designing any Greenhill Road development with the environment and green wedge concept prominent, and otherwise maintaining the green belt separating Mt Clear from Mt Helen and Mt Helen from Buninyong

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Appendix L – Project ideas: Environmental sustainability

Household food waste collection
Alternative energy sources for all public buildings
Efficient and sustainable waste disposal and recycling
Innovative public transport (scooter share etc)
Protect and enhance our tree canopy especially in new housing developments
Support grass roots food security initiatives – community gardens
Encourage the planting of fruit trees on nature strips
Ensure water tanks and solar panels are provided at every property
Make it cheaper for people to get double glazed windows and ceiling fans
Recommence glass recycling
Adding more solar panels in public areas
Much greater investment in updating the electricity network to allow for more renewables
A Greater Ballarat Biodiversity, Environmental and Sustainability Policy and Plan - to co-ordinate environmental action across all places in the Local Government Area (includes urban, semi-rural and rural)
Review Hepburn Shire's program of helping people to buy second-hand electric vehicles
A carbon zero target for the whole community. This could include: higher standard of new homes and developments, no up-front cost solar programs, increased canopy coverage, advocacy around improved public transport, more community gardens, public education etc.
Protect wildlife by enforcing appropriate development and supporting existing plans e.g. Koala Overlay
Focus on implementing the recommendations of the Yarrowee River Corridor Masterplan
Finalise the Living Corridors Action Plan and Yarrowee Masterplan (or their equivalent) and build these into the local planning scheme so that they have some impact on development decisions
Urgent implementation of ESD policy for buildings, review of current residential development to include essential wildlife and bush corridors, with essential management plans for water courses creeks and rivers, and improved public transport to develop alternatives to road use (including light rail, tram transport options) and also introduction of subsidised recycling waste management at waste management facilities including free access to green waste and glass, metal and plastic waste disposal on-site and including introduction of council subsidised recycling facility that on sells re-useable items
Make the operations of Council more sustainable including the electrification of vehicles and equipment (that can be electrified), subscribing to green energy (locally sourced if possible) and indirectly, by educating the public to reduce their carbon footprint by offering the best way to manage and recycle all kinds of waste (including an increased subsidy for composting food bin), composting green waste at the Transfer station (then sell it as compost), improving public transport, enabling the electrification of buses if possible.
Entrench all three-star recommendations of the Victorian Government's Climate Emergency Toolkit by the end of 2030
Complete the Yarrowee River Master Plan including all the small creeks in the Canadian Creek basin accompanied by the ongoing expansion and building of living corridors with the city plus the implementation of the urban forest strategy with unground works.
Strongest enforcement of existing Significant Vegetation and Koala Overlays
Development of a community renewable energy system similar to the Hepburn Shire.
Rainwater storage assistance.
Retrofitting to established homes to lower energy and water costs
All new housing to have the highest level of renewable energy systems and rainwater storage in new builds.
Support to endure heat sink reduction by making roof colour in all new builds - light grey - not black.
Developers not permitted to deforest any further with any development to protect current tree cover and biodiversity.
Support to assist current home and business owners to retrofit and change roofing colours to reduce heat absorption.

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An updated waste facility with a tip shop, commercial grade composting facility which can handle food scraps, and full recycling facility including glass.
The Ballarat Community Garden has the potential to become another Ceres or Collingwood Community Farm which are household names in the food security space
40% canopy coverage by 2030
Continue Yarrowee Creek redevelopment from Eastern Oval to Leith Street Bridge
Involve Wathaurong Aboriginal Corporation in decision-making about water quality and management in the Yarrowee and its tributaries
A creative look at affordable and green housing. There are so many inspiring ideas from around the world e.g. https://www.localpeoples.com/our-research/intergenerational-living
Establish Local Sustainability Awards with categories for schools, residents, business and industry
Set a 2030 negative emissions target for council operations and the community.
Clean up Yarrowee Creek and extend the walking trails along it
Plant trees in shopping centre parking lots and along streets and roads
Consult with Indigenous Fire Practitioners about bushfire prevention in areas where bushland is adjacent to dwellings
Convert median strips to vegetable gardens
Address weed infestations around our natural environments like Yarrowee River Trail
Support and hold more sustainable clothes swaps - allow for this type of project in the community grants scheme.
Encourage home and commercial composting through support of schemes such as ShareWaste, Food is Free Green Space and the Compost Revolution platform.
Encourage restaurants to take up the Oz Harvest program which donates left over food to emergency food relief charities.
Establish a community-owned not-for-profit energy company
More Council-run drop off spaces for recycling various items i.e. computers, batteries etc.
Accelerate the increase in tree canopy
Recreate the Yarrowee River system
Solar farm
Gently raise awareness of heavy metals (namely arsenic) and being safe living in a goldfields area, i.e. making sure children don't play in mullock heaps, not wearing shoes inside etc.
Replicate the Mornington Transfer Station/Secondhand shop model
Re-wild the Yarrowee River including bringing it above ground between Mair and Steinfeld.
Rewild Canadian and Gnarr Creeks.
Work with State Government to put solar panels on all schools in the City.
Plant trees and vegetation that support threatened bird and insect life
Rubbish traps in all streams leading into Yarrowee River
Engage with Aboriginal community members about cultural burning and cool burning, this is the practice Aboriginal people regularly use to burn vegetation and overgrowth.
Require widened footpaths and road verges in new subdivisions to allow for the planting of large street trees because private blocks are no longer large enough to accommodate them
For infill developments require a communal garden space (large enough for a mature tree) to be included in all subdivisions larger than 3 units
Public Pocket parks (in the case of a single tree) or larger parks should be mandatory around any existing native trees in all new subdivisions
Elements of the remnant natural environment (vegetation, waterways) need to have much stronger protection through the Ballarat and State planning schemes.
Connecting green spaces and wildlife corridors like the Canadian Creek to Woowookarung Regional Park
Replace all non-native street trees
Hard rubbish collection every 2-3 years.
Actively promote RetroSuburbia. Get David Holmgren (co-inventor of 'permaculture') and Steve Burns (Ballarat Permaculture Guild) and other all qualified people to give talks throughout the year.

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Provide a fast path in planning for eco adaptations and loosen regulations to allow for small scale projects
Set up a home retrofit and energy advisory service for renovators and new home builders to give people the means by which they can improve the energy performance of their houses in anticipation of compulsory disclosure of energy performance at point of sale, to be introduced in 2024.
A 'No Spray Register' for herbicides
Comprehensive environmental plan for Sparrow Ground
Remove solar feed-in tariff restrictions by liaising with Powercor
Development of an Urban Forest Strategy
Mandatory energy disclosure at time of sale on all houses, resulting in dramatic improvements to the energy performance of older housing stock.
A BCC-run Building Design Advisory and Trade Education Service and a rate incentive program for new homes is provided to all new dwellings which achieve an independently audited NatHERS rating above 8 stars (on a cold climate categorisation - subject to future increase to 9.5 stars, as Ballarat's climate warms to temperate).
Local vegetables and some fruits and fish grown in covered, multitiered glass hot houses located in close proximity to BWEZ and CHW's north treatment plant, using heat generated by organic waste fermentation removed from landfill, treated sewage sludge and from farm and forestry waste, and from solar management of the hothouses through the use of smart glass. Food is made available for minimal cost via local outlets in each Regional/Local Activity Centre with no plastic or styrene packaging. The entire system is run as a non-profit local cooperative, underwritten by BCC as a contribution toward healthier eating and better health outcomes for all residents
Advocate via peak LG agencies to state and federal governments on the abandonment of single use plastic packaging (including beverages), and on the onus for the recycling of all consumable items at end of useful life, being on the producer, or failing that, the retailer. At least 50% of the costs of kerbside recycling to be recouped back from producers/retailers at point of compulsory buy-back from municipality.
BCC moving its car fleet to all electric vehicles by 2025 and recommend the best options for its trucks and heavy machinery (electric vs hydrogen) to the next council in 2024.
Locate charging stations for council fleet in public places, accessible to early adaptors within the public. Consider charging stations (capable of feedback into the grid) within any new car park within Station Southside precinct.
Implement a Citizens' Assembly of Climate
Replace diesel buses with smaller electric buses manufactured in Ballarat
We propose that Ballarat incentivises the installation of solar panels on large public and private buildings to cut greenhouse gas emissions and provide lower electricity costs to local businesses.
We propose a review of all parks and reserves in Ballarat be conducted to find areas that would be suitable for revegetation.
Complete the development of the Living Corridors Strategic Plan and fully implement its outcomes in particular the protection of the biodiversity assets in the eastern ranges' wildlife or bio link corridor
Completion of the Yarrowee River Master Plan including the inclusion of the additional six southern creeks of the Canadian Creek system into the plan and to begin a substantial implementation of the plan
Complete the implementation of the final stages of the Koala Plan of Management first started in 2008. This would include the implementation of the Koala Plan of Management implementation Committee, koala monitoring, education, koala habitat restoration, street signage and speed limits and koala trained wildlife staff
Develop and implement a "Habitat Tree protection policy and practices" to keep habitat trees within the City of Ballarat safe from damage and removal.
To implement shared walking cycling trails along and connecting the eastern ranges (including Woowookarung Regional Park) with the Canadian Creek Trail. To advocate and support extensions and rerouting of the Goldfields track between Mt Buninyong and Nerrina via the eastern ranges.
Advocate for and support the incorporation of biodiversity important land such as the old Commonwealth Rifle Range into the Woowookarung Regional Park.
Support the establishment of the "Bunny Rail Trail" between Eureka and Mt Clear with future extensions to Buninyong.
Storm water collection – more of our big stadiums and green spaces should use the example of the Water Square in Rotterdam which has facility for skate parks and basketball courts in dry periods but can also collect enormous amounts of storm water runoff which could be used on neighbouring green space
Vertical gardens and plants on buildings in the city

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Appendix M – Project ideas: Community

Intercultural Garden for multicultural performances and flag raising ceremonies
Support Aboriginal & Torres Strait Islander Peoples to be represented on Council
Provision of free meeting space for community based, not for profit, organisations.
Curated story telling that showcase the contributions of African-Australians, street and public space naming to actively indicate that African-Australians are part of the fabric of Ballarat
A memorial to acknowledge survivors of institutional abuse
Work with our Aboriginal community to develop a healing space
Develop a youth-run sector of council responsible for arts and events, that would work with but separate to the current arts and events team/s. This could then provide paid opportunities to young creatives and would allow volunteers in Council-led youth programs to utilise their training.
Increased youth representation on Council Advisory and Representative Committees for Council
Aboriginal Cultural Centre that can become a place where tourist visit and learn about Australia's hidden history
The Ballarat Community Garden has the potential to become another Ceres or Collingwood Community Farm which are household names in the food security space
LBGTQIA festival
Run community arts projects for people with disabilities
Festivals - financial and mentoring support for community-led festivals so we can present high-quality festivals with great artists- putting Ballarat on the map and helping to develop local arts scene.
Mentorship programs to connect young people with an opportunity for support and paid secure work in line with their training in various areas including all the arts
Counselling programs in aged care facilities or with those in independent living - by available professionals wanting to do this work - to provide arts based therapy to enhance functioning, reduce depression, loneliness, increase connection, and explore the capacity of this type of therapeutic approach with dementia patients
Develop a data base of the skill sets of a wide range of age groups who live in Ballarat who could be supported to establish programs or linked into an accessible network to develop council supported programs and initiatives.
Aboriginal Art Trail
Establish an all-abilities art and music program with exhibition facilities
Indigenous Centre for art, storytelling, exhibition and education
Be the first city in Australia to have 100% of their citizens undertake cultural awareness training
Fund Aboriginal mental health program roll out - 'Deadly Thinking '
Hang the map of Aboriginal countries up in schools, community centres, and all public places.
Move fireworks to Labour Day permanently
A local treaty with First Nations people
Prioritise mandatory Culturally Responsive Practice training for all councillors and staff at CoB
Further education used to run a magnificent program to lift people in need out of poverty and unemployment but it no longer runs. It serviced people experiencing disadvantage: people with mental illness, early school leavers, new arrivals to the country, adolescents at-risk of departing the education system, people with learning disabilities and cognitive impairment. FedUni TAFE now only offers courses for apprentices and specific careers in trade services, there are no preparatory course offerings for people who need to transition back into employment
Another indoor swimming and fitness facility in Ballarat to cater for growth
Fruit in school program
Support for not-for-profit sporting organisations - particularly focused around venue development, safe access to venues and support in showcase or competition events
A demonstration edible garden in Sturt Street
Free physical exercise classes around the lake in Summer/Spring
Ensure all council owned facilities, events and functions promote and/or sell healthy food options, particularly sports clubs selling to children.

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Create a mapped platform which allows community members to use and book community spaces.
Less permits for takeaway food
Encourage our local food producers and access to local healthy food by reducing fees for farm gate sales, supporting farmers markets, community gardens, verge gardens and planting of fruit trees in public spaces
Establish the Ballarat Community Garden as a hub for supporting small scale food production across Ballarat
Expand the Active Ageing program
Run events that teach people how to make things that are good for the gut and mind health (e.g. education about which foods are good for mental health, how to brew kombucha, how to make fermented foods like kimchi or sauerkraut.)
A creative look at affordable and green housing. There are so many inspiring ideas from around the world e.g. https://www.localpeoples.com/our-research/intergenerational-living
Upgrade of sporting facilities in lesser known sports to assist their sustainability and growth. e.g. croquet, pétanque, disc golf
Supporting community and volunteer groups through not just grants but provision of social media and website assistance
Introduce a Garden Makeover scheme for low-income families whereby free indigenous plants are supplied by CoB indigenous plant nursery. The scheme could be organised by council staff but driven by volunteers who would visit to provide planning and planting advice and demonstrate basic garden maintenance. Garden tools (spade and secateurs could be provided to participating gardeners.
Increase the number of community gardens and green spaces, link with local groups like Food is Free, Ballarat Permaculture Guild and BREAZE to manage these spaces
Increased acknowledgment and support of community initiatives that are community building; Food is Free, Tool Library, Fix-It Cafe, Hidden Orchard, Smart Living, community gardens, Landcare and Bushcare groups etc.
Exercise equipment through/around Victoria park
Extend and connect our bike paths: Skipton Rail Trail is great, bike path to Windemere is great, path to Gong Gong Reservoir is great, the Buninyong bike path is great - but they don't connect to anything.
Provide satellite health services similar to outreach libraries to outlying townships to improve access e.g. Maternal and Child Health nursing, GP clinics, Breastscreens
Grow veggie boxes at the train stations with fresh herbs and plants with a hand sanitiser spray bottle next to them
Subsidise neighbourhood houses and community centres programs to make them more affordable
Encourage community get-togethers such as having food vans once a month in the local park or incentivising community bbqs.
Subsidised Ballarat Community Festival or Day or Weekend: whole community is invited to enjoy multicultural activities, Aboriginal community activities, activities created by community groups. Held in a central, easily accessible area, with Council booths and information scattered throughout.
Update the community directory on the Council website
Adopt proven strategies used by other communities globally to reduce harm from preventable diseases, such as adult onset diabetes, obesity, tobacco and alcohol consumption. To be piloted in 2022 and 2023, with assessment in the second year and decision on program direction according to effectiveness
Redirect funds from a reduced Festivals and Events budget, and from Marketing and Communications Services to public arts and recreation programs
Continue and expand technology assistance at the library
Establish a Community Hub (or Drop-In Centre) for cultural groups and new arrivals with tea and coffee facilities, plus for meetings, forums and conferences etc. This Hub needs to be reasonably priced, plus available for daytime and evening gatherings, centrally located with accessible parking (E.g. Like Kohinoor Centre and/or Armstrong St North child care used to be).
Intercultural Community Garden at Len T Fraser reserve
Public bike or scooter rental program
Advocate to state government that fast food outlets should be identified in the planning scheme and require a permit before building

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All events and facilities which are funded or managed by council should offer free water, fresh fruit and vegetables and other healthy options, and if they are offering packaged food it should be from local businesses such as We Bar None or SpringHill Farm
Play Streets: Many European countries have a speed limit of 20 or 30 in certain residential zones, allowing kids to safely play outside. I think this would foster community connection as parents would also spend more time outside of the home, meeting neighbours. This could be particularly easily implemented in areas such as Lucas, Canadian Lakes, Lake Gardens, and anywhere where residential traffic is predominant.
More notice boards around the city, electronic and physical
Focus on investing in communities to support friends and neighbours - a community planning program where dedicated local volunteers work with community members to hear what people want in their communities. Develop 3-4 year plans and council provide seed funding to communities to help fund projects
Create a support hub with a range of services that are LGBTIQ+ positive
Safe injecting room
Include seniors exercise equipment within Lucas Central Park
Include a community garden at Lucas Central Park
Project on elevating the stories about the history of the Stolen Generation Mob in Ballarat
Gathering place for the stolen generation (potentially at Ballarat Orphanage)
Change bluestone gutters and put a hump on it so wheelchairs can get over them (like they did in Bendigo)
A mobility map for Ballarat (hard copy and electronic)
A chairlift into the pools at the Ballarat Aquatic and Leisure Centre
Health and wellbeing in contracts, tenders and all policies
Prioritise access for people of all abilities with every new or retrofitted project
A memorial and acknowledgement of the Stolen Generations in Ballarat especially since Ballarat has its own unique history with Stolen Generation members housed in the children's homes and orphanages and the intergenerational trauma caused by these government policies continue to affect community members
Develop a Productive Gardening Strategy
Public table tennis (concrete) in parks and around the Lake

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Appendix N – Project ideas: Economy

Rate relief for new business or to incentivise businesses to use vacant buildings
Build upon being a 'university town'
Fast-track Sovereign Hill Master Plan
Prioritizing local jobs and local contractors in any Council tendering with a 30% loading - Businesses must be registered in the Ballarat LGA to qualify
Greater shopping complex or a DFO type outlet
Create a food hub with restaurants sharing a common weather-proof eating area
Open up the Mall, improve parking and set up as a gastronomical hub
Refer to Townsville as an example of improving the central business district
Create a vibrant CBD with more inner-city living and development around Bridge Mall to create a larger shopping precinct and possibly and cultural centre similar to a China-Town around Little Bridge Street
Redevelop the Bridge Mall and Bakery Hill into a vibrant CBD location with outdoor dining, street activation and a quality market-place with access to fresh meat, fish, fruit and vegetables
Consider creating zones and hubs for like businesses that would get reduced rates or rebates / grants to establish in certain areas of the city
Drawing business into the city centre and activities outside of business hours. Adelaide do a really nice job of using their large central park for events.
Community business precinct similar to Footscray market, where the burden of rates are distributed to become bearable as well as subsidised
Designated outside eating and space on small slices of the Sturt Street median strip
Work with Fed Uni, Fiona Elsey, hospitals and schools to make Ballarat a city of education, excellence and research.
A miniature Victoria Market
New library in Delacombe
A memorial to acknowledge survivors of institutional abuse
Advocate for the Post Office and Commonwealth bank to reopen in Sebastopol
Purchase the old BGT Warehouse site in Hill Street and make into an Arts Hub similar to the Mill in Castlemaine. That is a great Artistic Hub with cafes/ Food Artisan's and Vintage Bazaar
Engagement and collaboration with local educational facilities to encourage education for all and to promote community engagement by holding local events hosted by educational facility with council involvement and support whilst having students also engage in local community events.
Support Centre for Regional Innovation to give advice and support to local entrepreneurs
Wind farm tourism, training and information sessions, promotion of Ballarat as a wind energy hot spot
Build policies that encourage retail busines outside the boundary of Doveton St, Mair St, Peel St, and Eyre St to relocate to the central CBD. Move non-retail business (real estate, political office, etc) to a hub on the fringe of the CBD. Use a European model of bringing retail to the central CBD.
Revitalise Bakery Hill with a 24-hour economy.
Wayfinding using augmented reality.
Services in our major public spaces to create event friendly spaces - Power, water etc.
Try to create different industrial hubs where similar companies can work and strengthen each other, compete with each other and work together where needed. For example an agri business hub, a transportation hub, an engineering hub etc
Working with Federation University to expand Technology Park.
Winery tour: stops could be St Anne's winery Myrniong - Gordon Karona Coffee Farm - Mitchell Harris Wines - Ballarat Mushroom Farm - Michael Unwin Wines etc.
Council should work with traders to improve the 'entry impression' to Ballarat

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Encourage investment in the SMB precinct. Get more student bums on seats at the campus. Encourage the university to move their admin to Mt Helen and increase classes at SMB.
Building stronger links between Council, industry and Federation University. This might include inviting university participation in community events such as festivals; initiating a series of public talks on popular topics by university staff; offer CoB and/or industry scholarships to local students from disadvantaged backgrounds to study at TAFE or Higher Education
The Ballarat Community Garden has the potential to become another Ceres or Collingwood Community Farm which are household names in the food security space
Run a program like the Hot House Project at Melton to get businesses going
Businesses should be encouraged to financially support people if they want them to move to the area for work
Financial investment by the City of Ballarat in collection care through the Ballarat Heritage Society to ensure ongoing viable care of our community's cultural heritage
Support for initiatives to bring the Lost Trades Fair to Ballarat
Festivals - financial and mentoring support for community-led festivals so we can present high-quality festivals with great artists- putting Ballarat on the map and helping to develop local arts scene.
Laneway activations
Mentorship programs to connect young people with an opportunity for support and paid secure work in line with their training in various areas including all the arts
Sponsoring people into jobs in the arts sector
Help to fast track the planning process for those wanting to open businesses in many of the rundown retail/ industrial sites dotted throughout the community.
Tech incubator happening in Bakery Hill, with an area focused on commercial art (digital and physical)
Provide a space for local visual artists to exhibit work. Have feature displays rotating by month, but then a few big screens that can feature photography from local photographers
Delivery of an Aboriginal cultural precinct
Rate payers should be able to receive discounted memberships to local attractions such as Sovereign Hill
Heritage weekend should go for a month
Less permits for takeaway food
Developing Ballarat East Centre in Barkly Street (between Victoria and Main)
A small café/community centre on the northern side of Lake Wendouree
Begonia Festival has to be changed the Ballarat Labour Day Parade and Festival
Activation ideas for the Bridge Mall: Fortnightly markets, more cafes and restaurants, late night trading, a Winter Festival, the White Festival, the Frolic Festival, Queens Birthday weekend.
Alfred Deakin Place and Camp St need cafes
Station Southside - develop an homage to Phoenix Foundry, with an example or two of their locomotives running short tourist trips on weekdays and holidays
Support tourism on a dollar for dollar contribution by council from general rates, with a special levy on hospitality beds (including short-term rentals such as Airbnb, stayz, etc.) to raise the matching amount
Massive water-based theme park like they have at Geelong
Establish a wine /beer/spirits boutique hub centrally (in heritage buildings near train station) where local producers can display produce and have tastings.
The current Visitor Information Centre is lacking as is the range of gifts and materials that showcase Ballarat. It would be great to see some Tourism Ambassadors out on the streets during key times of the year, plus more information about tracks, trails and venues for tourists.
Really good visitor facilities, with a playground, coffee shop, bbqs, toilets, parking for caravans and motorhomes
Public bike or scooter rental program
Create a regional version of Melbourne's Vic Market with great fresh produce on offer in the heart of the CBD each Friday and Saturday.

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Appendix O – Project ideas: Creativity

Aboriginal monument erected in the heart of Ballarat
Turn the empty shops in bridge mall and elsewhere into artist studios with cheap rent. Co-operatively run shopfronts for selling art
Continued development of the food and drinks scene in Ballarat, building on the Armstrong street restaurant hub. European-style outdoor dining (with heating!) similar to Yarraville (https://www.mammaknowswest.com.au/mammasyummies-content/ballarat-st-outdoor-dining-yarraville-village)
A useable public transport system would also support attracting visitors and new residents.
Build upon the current live music initiatives by offering businesses incentives for supporting live music and performance.
Improved support (financial and mentoring) for community-led festivals which attract high-quality artists/performers (including grants for disability access)
Nurture the live music community in Ballarat through youth music festivals (community organised, with local musicians as well as visiting artists)
Create a database of performance spaces around the city and support owners to apply for grants for upgrades to infrastructure (sound, lights, disability access)
Action the Creative City Plan
Develop a youth-run sector of council responsible for arts and events, that would work with but separate to the current arts and events team/s. This could then provide paid opportunities to young creatives and would allow volunteers in Council-led youth programs to utilise their training.
Purchase the old BGT Warehouse site in Hill Street and make into an Arts Hub similar to the Mill in Castlemaine. That is a great Artistic Hub with cafes/ Food Artisan's and Vintage Bazaar
Services in our major public spaces to create event friendly spaces - Power, water etc.
More large festivals /events to bring people to Ballarat like Spilt Milk
Live music, such as the Summer Sundays, but utilise areas such as the Civic Hall.
A much bigger Ballarat show: Mildura has a show 4 times the size of Ballarat and it pours money into the local community. A new showground to facilitate this is required.
Decentralise public art from city centre to neighbourhoods to broaden reach and impact
Establish an e-commerce platform for local creatives linked to a creative trail
Projections on - Town Hall, Art Gallery, Civic Hall and Train Station
Provide more opportunity for local artists to be seen - fill empty shop fronts with pop-ups, local music played through shopping areas (live and recorded)
Ensure all Council events support local artists.
Strong partnership between Council and the newly planned Centre for Rare Trades to grow the viability of our local artisans and ensure Ballarat is the national centre and known as a creative hub, the home of artisans.
Higher profile exhibitions at the Art Gallery & Civic Hall
Wider range of performing arts events, including dance/ballet
Multi-faceted music festivals: Rockabilly, Blues, Folk (like Port Fairy Festival)
LGBTQIA festival
Specific grants funding stream to support local artists to produce temporary and permanent public works.
Support for initiatives to bring the Lost Trades Fair to Ballarat
Run community arts projects for people with disabilities
Festivals - financial and mentoring support for community-led festivals so we can present high-quality festivals with great artists- putting Ballarat on the map and helping to develop local arts scene.
Laneway activations
Encourage use of rental spaces above shops on Bridge Mall as studios.
Enhancement of the Civic Hall facilities to enable more theatrical productions and South Street competition events

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An open Ballarat Photo Competition in collaboration/partnership with the Ballarat International Foto Biennale.
Opportunities for local artists to work with schools and community groups on collective projects
Open up schools out of hours: invite creative teachers to form monthly social networks to mind map possibilities for increasing their creative connections between school and home.
Mentorship programs to connect young people with an opportunity for support and paid secure work in line with their training in various areas including all the arts
Counselling programs in aged care facilities or with those in independent living - by available professionals wanting to do this work - to provide arts based therapy to enhance functioning, reduce depression, loneliness, increase connection, and explore the capacity of this type of therapeutic approach with dementia patients
Develop a data base of the skill sets of a wide range of age groups who live in Ballarat who could be supported to establish programs or linked into an accessible network to develop council supported programs and initiatives.
Aboriginal Art Trail
First Friday art events are something I have seen work well in other towns I have lived in where you display local art at shops in the CBD from 5-7pm on the first Friday of the month.
Development a programme of regular festivals - Christchurch in NZ have a rolling programme ensuring a regular flow of visitors - music (jazz, blues, classical etc.), floral, art, buskers,
Inject a sense of playfulness into the streets. Let play and fun drive some physical elements: Rainbow Pride zebra crossings, Berlin crossing lights that are space invaders, Copenhagen Harbours trampolines
Dam the creeks and make them a feature like in Bruges.
Sponsoring people into jobs in the arts sector
Create a genuine local newspaper, with local content or a webpage /YouTube channel
Music in Sturt St band stands.
Develop Council subsidised multi-media creative projects that engage particular areas of Ballarat in celebrating the history and attributes of that area
Develop community hubs with free facilities for creative activities, with special areas for children and young people to develop their ideas - including in the performing arts
Establish an all-abilities art and music program with exhibition facilities
Begonia Festival should include performing arts especially a staged play at Her Majesty's Theatre
'The Amazing Race' Ballarat
Engage street artists to enhance many of the blank walls in the city centre, encourage/ support businesses to do the same.
Consider a sculpture event similar to what is run in Toorak Village each year where one piece each year is added to the community collection for all to enjoy.
Floating installation on Lake Wendouree that changes each season to a new one.
Tech incubator happening in Bakery Hill, with an area focused on commercial art (digital and physical)
Provide a space for local visual artists to exhibit work. Have feature displays rotating by month, but then a few big screens that can feature photography from local photographers
Inner CBD creativity trails linked to our heritage
Arts community centre: attracting artisans in residence, teaching
Indigenous Centre for art, storytelling, exhibition and education
Arts in the park - concerts/plays
Creativity in thematic experiences e.g. movies/series genres attractions, Lego conventions, annual fiction writers' convention.
Expand the Art Gallery of Ballarat
A variety of smaller scale events could replace or enhance the schedule of larger events that have posed challenges in this pandemic world.
Funding two years of music education in years 1 and 2 of school.
Through the exclusive use of local artists, curate paid performances, installations and exhibitions within Ballarat's street and parks all year around, to proudly showcase local talent.

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Talented film makers to create some amazing documentaries about Ballarat's history. Tales from Rat City has been a great start.
Build on the North Gardens sculpture park
Aboriginal Art Gallery
Hold SpringFest in the North Gardens and use the west side area as a picnic zone
Refresh of existing BMX track at Miners Rest Community Park
Water park at Miners Rest
Fenced dog park at Miners Rest
Make a contribution to arts participation by providing funding to beginner classes for children to sing and learn rhythm through percussion lessons in primary schools. Fund specialist music teachers to provide two one-hour lessons per week for the years 1 to 2 at every primary school in the municipality
A community arts activity program curated from local performers and artists, to commence November 2021.

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Appendix P – Project ideas: Heritage

Dedicated space for Aboriginal truth-telling in a very public space such as Lake Wendouree. Berlin is an example of truth telling in public spaces via signage, symbols, memorials - honest, uncomfortable but respectful and pervasive. Use English and Wathawurrung signage.
Use English and Wathawurrung/Dja Dja Wurrung signage
Council could offer incentives to owners of heritage buildings for cosmetic improvements such as painting
Aboriginal Monument erected in the Heart of Ballarat not hidden away followed by further permanent Aboriginal statues/structures to showcase our existence in Ballarat
Even use QR code story boards / markers to tell the stories of culture and heritage along the way and around town
Reduce commercial rates to encourage owners to preserve our historic buildings.
Establishing and extending on the Eureka Centre and have a part of the centre dedicated to honouring our Aboriginal history prior to the gold rush and the impact of colonisation.
Encourage or offer to repaint all historical frontages in town that look tired or faded
Complete nomination for World Heritage List
Aboriginal Cultural Centre that can become a place where tourist visit and learn about Australia's hidden history
Financial investment by the City of Ballarat in collection care through the Ballarat Heritage Society to ensure ongoing viable care of our community's cultural heritage
Aboriginal Art Trail
Develop Council subsidised multi-media creative projects that engage particular areas of Ballarat in celebrating the history and attributes of that area
Encourage young people to participate in creative activities such as a 'photography blitz', where they can use their mobile phones to photograph Ballarat in interesting ways, and have these images displayed in prominent areas around Ballarat.
Inner CBD creativity trails linked to our heritage
A stronger focus on celebrating our Aboriginal heritage and telling our Aboriginal history - sculptures, flags, ceremonies, truth telling, reconciliation, acknowledging massacres, moving away from celebrating Australia Day on Jan 26 and teaching Aboriginal history and culture in the same way we celebrate and teach white Ballarat's history (statues in Sturt St, Eureka/MADE, Prime Ministers, gold rush)
Cultural place naming alongside current names
Cultural tours
A First Nations audio tour
Gold fossicking tours
Aboriginal foods and grasses in public spaces
Aboriginal street and public art
More plaques/monuments around town to reflect on our Aboriginal past.
Removal of references to street names with shameful past in honour of respecting Aboriginal community
Visual symbolism - signage, park lands, use of Aboriginal terminology etc.
It would be great to see historic buildings and gardens opened up more often (e.g. I have heard of underground cellars and things that may only open occasionally)
Interactive walking tours which you could take around the town (e.g. go to a particular building, scan a QR code and learn about the history of that building/area)
High profile exhibitions, tours & talks/discussions about Indigenous heritage & culture
Indigenous language centre.
Koorie Heritage Trail
Teach Aboriginal languages and culture in schools
Hang the map of Aboriginal countries up in schools, community centres, and all public places.
Encourage Indigenous organisations to mentor students, give speeches and educate people on Aboriginal culture and history will be great to celebrate our heritage.

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Indigenous-inspired play and garden areas for all to learn from and enjoy
Aboriginal Keeping Place and interactive exhibition at the library
Delivery of an Aboriginal cultural precinct
Organise an 'Open Ballarat' annual event to foster interest in Ballarat's heritage buildings.
The Heritage Festival should have more historical exhibitions - temporary poster pillars in the Sturt St Gardens with historical photos plus audio recordings/stories of past figures /buildings/events of significance
A significant memorial, ideally on the site of the Monster meeting of 11 November 1854 to commemorate the Reform League Charter, which is arguably of greater national significance than the Eureka Stockade which followed
Funding an annual J B Humffray Lecture on the broad topic of Australian Democracy.
A weekend to celebrate and connect with First Nations people and groups in this area - run by First Nations people of this area
Indigenous food plant garden and nursery in Botanic Gardens precinct
Reinforcement of the Heritage Overlay
Establish a Museum of The Frontier Wars Keeping Place
Aboriginal Art Gallery
Map and create an assets register of sites of cultural significance (e.g. Aboriginal, mining, transport, agricultural heritage) within the municipality - scar trees, water races, sluice areas etc. especially in the forests around Ballarat
Develop heritage walks around Ballarat East
Create informative and interesting, well signposted and very visible history plaques for unique Ballarat areas, streets and buildings in heritage areas
Develop and research a number of history trails through Ballarat heritage areas, with easily visible and interesting signage and information
Recognition and education around cultural practices in water, fire and agriculture pertinent to this area.
Research sacred sites and honour the findings
Market a free map of the language groups of Indigenous people in the areas surrounding Ballarat
Take a look at buildings that may not be heritage listed but still have value and promote a scheme that doesn't heritage list them, but rather recognises their inherent value and encourages restoration. Whilst we don't heritage-list districts, and rightly concentrate on individual buildings of distinct value, there is nevertheless much value in making an area look really nice.
Host 'underground the city' tours
Reduce new builds in areas with heritage buildings
Indigenous interpretation of Lake Wendouree and the wetlands area
Commence a program of undergrounding ALL powerlines in the CBD quadrant - the heritage area bounded by Eyre St and Mair Street
A keeping place/ living cultural experience within the library structure to store and have on display local Aboriginal artefacts

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Appendix Q – Project ideas: Council operations

Prioritizing local jobs and local contractors in any Council tendering with a 30% loading - Businesses must be registered in the Ballarat LGA to qualify
Advocate for better bus services
Advocate for high speed rail
Reduce commercial rates to encourage owners to preserve our historic buildings.
A Greater Ballarat Biodiversity, Environmental and Sustainability Policy and Plan - to co-ordinate environmental action across all places in the Local Government Area (includes urban, semi-rural and rural). It should be written in consultation with existing staff with known expertise, local conservation and sustainability groups, knowledgeable individuals such as FedUni academic staff in conservation and environment and interested members of the public. It should reference and include all neighbouring LGAs so the resulting document reflects and co-ordinates with their policies. Biodiversity should stand at the heart of this policy.
Focus on implementing the recommendations of the Yarrowee River Corridor Masterplan
Finalise the Living Corridors Action Plan and Yarrowee Masterplan (or their equivalent) and build these into the local planning scheme so that they have some impact on development decisions
Divest funds away from banks and superannuation/investment funds that loan money and profit from fossil fuel companies
Use Snap Send Solve
Divest Council's interest in Mars Stadium (similar to Kardinia Stadium in Geelong) - this is a drain on Council's budget and balance sheet
Implement the Creative City Plan
Develop a youth-run sector of council responsible for arts and events, that would work with but separate to the current arts and events team/s. This could then provide paid opportunities to young creatives and would allow volunteers in Council-led youth programs to utilise their training.
Increased youth representation on Council Advisory and Representative Committees for Council
Strongest enforcement of existing Significant Vegetation and Koala Overlays
Urgent review and strengthening of Ballarat's planning scheme which is not up to meeting key challenges either statutorily or strategically.
Rate relief for new to Ballarat business.
<p>Future development of both infrastructure and services would be best developed based upon system for prioritization. That is not to restrict new infrastructure or services industries, but to align community resources to key priorities. The prioritization could be established from selection criteria (to be determined) which provide optimal economic and social (quality of life) benefit to Ballarat. That business case for each would be based upon established BCC criteria. Selection criteria need to be measurable, for example by:</p> <ul style="list-style-type: none"> • ensuring it meets a pre-determined priority need; • rating how it benefits the health and wellbeing of the Ballarat community; • ensuring it will benefit the wider Victorian economy; • ensuring it is consistent with other BCC objectives; • attracting Federal government grants. <p>And possibly other criteria (to be determined such as) which relate to Ballarat's economic development:</p> <ul style="list-style-type: none"> • will it take advantage and align with a need for specific demand (that is to assist new business or employment in fields where there is a demand such as technology or electronic services; or • will it satisfy an ongoing business opportunity; • will it expose the product or service in another geographic region (say Asia), or form a common interest partnership
Solve traffic congestion and parking issues resulting in less pollution by implementing a Cycling strategy
Ensure Ballarat Council actually employs an Environmental Management Officer and follows through on environmental management plans, including the Koala Management Plan

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Promote repair industries as businesses- upholsterers, painters, plumbers, heritage specialists, stone masons, restorers, antique dealers
Local manufacturing: There needs to be a big campaign about spending better. Buy less. Buy local. Buy quality. Repair. This applies equally to food, wine, textiles, furniture and home furnishings.
Ensure all Council events support local artists.
Financial investment by the City of Ballarat in collection care through the Ballarat Heritage Society to ensure ongoing viable care of our community's cultural heritage
Specific grants funding stream to support local artists to produce temporary and permanent public works.
Help to fast track the planning process for those wanting to open businesses in many of the rundown retail/ industrial sites dotted throughout the community.
Live Music Strategy
A variety of smaller scale events could replace or enhance the schedule of larger events that have posed challenges in this pandemic world.
Less expenditure on Lake Wendouree and more on other gardens and parks within the city area.
Aboriginal employment quota
Reinforcement of the Heritage Overlay
Prioritise mandatory Culturally Responsive Practice training for all councillors and staff at CoB
Planning permits to be vetted by independent heritage committee
Take a look at buildings that may not be heritage listed but still have value and promote a scheme that doesn't heritage list them, but rather recognises their inherent value and encourages restoration. Whilst we don't heritage-list districts, and rightly concentrate on individual buildings of distinct value, there is nevertheless much value in making an area look really nice.
Create a mapped platform which allows community members to use and book community spaces.
Advocate for the Sustainable Subdivisions Framework and promote to local developers, aim for the highest levels of energy efficiency and circular economy principles available within this framework.
Less permits for takeaway food
Encourage our local food producers and access to local healthy food by reducing fees for farm gate sales, supporting farmers markets, community gardens, verge gardens and planting of fruit trees in public spaces
Support community food and gardening projects through the Community Impact Grants program
Expand the Active Ageing program
Become a truly accessible City with active programs for vision impaired, hearing impaired etc. scaled with private sector involvement
Multicultural Festival/Weekend celebration
Councillors to share workspaces with Council Officers
Supporting community and volunteer groups through not just grants but provision of social media and website assistance
Establish a Community Climate Emergency Advisory Group
Set a 2030 negative emissions target for council operations and the community.
Redirect recreational expenditure toward activities that set people up for lifelong healthy habits of exercise and engagement, which may include sports, but which embraces a broader definition of recreation and the benefits thereof.
Clear communication about growing vegetables on verges
Support and hold more sustainable clothes swaps - allow for this type of project in the community grants scheme.
More Council-run drop off spaces for recycling various items i.e. computers, batteries etc.
Elements of the remnant natural environment (vegetation, waterways) need to have much stronger protection through the Ballarat and State planning schemes.
Provide a fast path in planning for eco adaptations and loosen regulations to allow for small scale projects
Encourage resilience by allowing homes to become energy-independent
Recharge stations for e-bikes and scooters

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At least 5% of the Council budget or \$20 per person in the region should go towards improving and increasing pedestrian and cycling infrastructure to increase uptake by improving safety, accessibility and desirability.
Set up a home retrofit and energy advisory service for renovators and new home builders to give people the means by which they can improve the energy performance of their houses in anticipation of compulsory disclosure of energy performance at point of sale, to be introduced in 2024.
Develop Advisory Committees for Environment and Biodiversity, Heritage and Landscape, Disadvantage that would meet bi-annually and identify ways to work together
A 'No Spray Register' for herbicides
A project about disability discrimination, that challenges discrimination and stigma and has positive stories and coverage from peoples with disabilities.
Community music program
Community arts program
Creative writing, poetry and spoken word workshops
Comprehensive environmental plan for Sparrow Ground
Complete the Buninyong Township Plan
Complete Mount Helen Neighbourhood Character Study
Development of an Urban Forest Strategy
Every plan, every strategy, and especially every budget that the Council is preparing for the next 5 critical years, must be viewed through a Climate Emergency lens, as per the 2018 Council declaration.
Take inspiration from the late 2010's example of Ireland, which chose to ensure the ratio of spend for a decade on public and active transport was double the spend on new local roads
Major bus routes run on no longer than 10-minute frequencies
A two-way loop service around the city (perimeter) connecting Wendouree Station via Lucas, DTC, Sebastopol, Buninyong, Mt Helen/Federation University, Canadian, Eureka and Ballarat Station (terminating in the re-purposed Carriage Shed). Direct express routes to the CBD from Regional and Local Activity Centres in Sebastopol, Mt. Clear, Wendouree and Ballarat West and East are the other component of this system. Local services branch out from these neighbourhood transport nodes, which provide shelter and toilet facilities for commuters. Public transport and bikes are given priority at traffic lights over private vehicles. Safe night services are trialled with driverless electric vehicles for full-scale introduction in 2032.
Advocate via peak LG agencies to state and federal governments on the abandonment of single use plastic packaging (including beverages), and on the onus for the recycling of all consumable items at end of useful life, being on the producer, or failing that, the retailer. At least 50% of the costs of kerbside recycling to be recouped back from producers/retailers at point of compulsory buy-back from municipality.
Undertake detailed analysis of the beneficiaries of BCC programs and the subsidies they received. Also look at the community benefits of these programs.
KPIs need to be benchmarked over time and through comparison, and reported longitudinally to show trends over successive years
Before committing to new capital expenditures on single projects of \$2m or more, a published business plan and a benefit/cost analysis is done on the build and operation of the asset for 15 and 25 years, or in rare cases like major drains, up to 100 years, with projects returning a ratio of less than 1 rejected (unless supported by community plebiscite or funding through a special rate applicable to defined beneficiaries), and for all such projects to be published in a register ranking them from highest to lowest public benefit/cost ratio, and these be the projects from which BCC's annual capital works program is drawn.
Analysis of current per capita net expenditure on all council recreational, arts and economic development by programs, by active users/beneficiaries and by age, sex and return on investment to be done at least once every four-year council cycle. Redress any significant imbalances between genders, ages and types of active recreation vs sports. This to be done by the end of 2021, and the remainder of the financial year would allow time for changes in spending priorities and the alteration of user charges to be introduced in stages in the 2022/23 Council Budget and the subsequent two years.
Default rate capping being limited to CPI or less for the foreseeable future.

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Identification of circumstances for special pleading for higher rate increases at least 12 months in advance of them being needed, to allow time for building a case, consideration by residents, and then determination by the Essential Services Commission.
Participation in delivery of services jointly funded by local government and Victorian/Commonwealth government is done on the basis that each party maintains relative recurrent expenditure effort over time. Where such effort is not maintained, BCC will utilise its state and federal peak bodies to advocate for rectification, and failing this, will seriously consider 'gifting' services and associated assets to the other levels of government for them to deliver.
A new policy should spell out the types of things BCC will legitimately use borrowings for. These might include such things as: Borrowing is a legitimate form of funding for new assets, or substantial improvements to existing assets, where the beneficiaries of those assets extend for at least the length of time for which loans are anticipated, most likely a minimum of 15 to 25 years. Under such circumstances, it is unfair for current rate payers to finance such assets, as they are burdened now with paying for something that will benefit others in future, who will not pay for it. During times of low interest rates, and where interest rates are predicted to remain low for several years, as with the pandemic recession currently being experienced, and where the return on investment is clearly established as positive, borrowing could be considered an essential to stimulate a lethargic local economy
The amount spent on asset maintenance should be at least equal to the amount allowed for depreciation and amortisation in the Comprehensive Income Statement, otherwise the maintenance of the asset base, valued at \$1.9b, is eroded as assets are left to run down. This should be funded through council cash, not borrowings.
BCC moving its car fleet to all electric vehicles by 2025 and recommend the best options for its trucks and heavy machinery (electric vs hydrogen) to the next council in 2024.
Urgent review and strengthening of Ballarat's planning scheme which is not up to meeting key challenges either statutorily or strategically. HUL is not an effective planning control to protect heritage, let alone get the sort of new development in and near heritage areas that Ballarat needs. This will take three years of serious effort and come into effect for the next Council, providing clear and strong direction on heritage areas, height limits for medium and high-density infill, and requirements for integration of social housing in all developments.
Negotiate to create an Urban Infill Development Authority with initial joint funding by BCC and the Victorian government which will oversee land acquisition for development consolidation, and preparation of parcels of land for the market to respond to design briefs - to achieve building excellence (aesthetics, energy efficiency, low-carbon innovative materials use)
Reporting of the budget: Expenditure, income and net contribution from council revenues was listed with each service summary. This allows ready comparison of the amount of funds being spent directly from council revenues, and also gives a good indication of gross costs and incomes, and hence the size and relative effort of programs compared to others within the organisation. Consider a supplementary publication to accompany the budget, which provides the detailed information upon which the summary figures are derived. All of these figures must exist in order to compile the gross expenditure and income figures and should not entail significant additional work. It would add substantially to the transparency of the budget and put BCC at the same level as the Victorian and Commonwealth governments, which both publish budget papers providing such details.
Much more transparent evaluation of the benefits and costs of all substantial capital works proposals and a ranking system from the highest to least community benefits from projects. This provides the opportunity to progress down the list, with the approach that they be fully funded by council (either through cash, pledged grants and/or borrowings), and that any subsequent windfall through successful lobbying of the other levels of government, allow the freeing up of previously committed council funds to consider further capital projects as it works down the list. My argument for this is that the priority and benefits to the community of assessed projects do not alter because of a government grant (indeed this can be a diversion). If council has identified its priorities on what delivers the greatest benefit to the community, it should get on with funding and building them
Advocate to state government that fast food outlets should be identified in the planning scheme and require a permit before building
All events and facilities which are funded or managed by council should offer free water, fresh fruit and vegetables and other healthy options, and if they are offering packaged food it should be from local businesses such as We Bar None or SpringHill Farm

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Implement a Citizens' Assembly of Climate
We propose a review of all parks and reserves in Ballarat be conducted to find areas that would be suitable for revegetation.
Complete the development of the Living Corridors Strategic Plan and fully implement its outcomes in particular the protection of the biodiversity assets in the eastern ranges' wildlife or bio link corridor
Completion of the Yarrowee River Master Plan including the inclusion of the additional six southern creeks of the Canadian Creek system into the plan and to begin a substantial implementation of the plan
Complete the implementation of the final stages of the Koala Plan of Management first started in 2008. This would include the implementation of the Koala Plan of Management implementation Committee, koala monitoring, education, koala habitat restoration, street signage and speed limits and koala trained wildlife staff
Develop and implement a "Habitat Tree protection policy and practices" to keep habitat trees within the City of Ballarat safe from damage and removal.
To implement shared walking cycling trails along and connecting the eastern ranges (including Woowookarung Regional Park) with the Canadian Creek Trail. To advocate and support extensions and rerouting of the Goldfields track between Mt Buninyong and Nerrina via the eastern ranges.
Advocate for and support the incorporation of biodiversity important land such as the old Commonwealth Rifle Range into the Woowookarung Regional Park.
Develop a Masterplan for Buninyong Botanical Gardens
Health and wellbeing in contracts, tenders and all policies
Prioritise access for people of all abilities with every new or retrofitted projects
Develop a Productive Gardening Strategy



For the latest Coronavirus (COVID-19) Victoria updates, restrictions, travel permits and exposure sites, visit the Victorian Government's Coronavirus website

X



Domestic animal management plans

On this page

- [Legislation](#)
- [Finding your Council's plan](#)
- [Council responsibilities](#)
- [Feedback on the plan](#)

Feedback

All councils in Victoria have developed a domestic animal management plan which is renewed every 4 years.



Legislation

Under the provisions of the [Domestic Animals Act 1994](#) [↗] (the Act) all councils in Victoria have developed a domestic animal management plan which is renewed every 4 years.

This plan outlines the council's:

- services
- programs and policies established to address the administration of the Act
- management of dog and cat issues in their community.

Finding your Council's plan

The [Local Government Act 1989](#) [↗] requires a councils in Victoria to maintain a website that lists its public notices and documents, including their domestic animal management plan.

Find your [local council's website and contact details](#) [↗].

Council responsibilities

Councils are responsible for developing a domestic animal management plan which:

- promotes responsible pet ownership and the welfare of dogs and cats in the community
- protects the community and the environment from nuisance dogs and cats
- identifies a method to evaluate whether the animal management services provided by them are adequate
- outlines the training programs for their Authorised Officers to ensure these Officers are capable in administering and enforcing the provisions of the Act.

The plan provides information on the daily operation of the Council, the current programs Council has in place and the policies the Council has adopted for the following standards of animal management to:

- promote and encourage the responsible ownership of dogs and cats
- ensure that people comply with this Act, the regulations and any related legislation
- minimise the risk of attacks by dogs on people and animals
- address any over-population and high euthanasia rates for dogs and cats
- encourage the registration and identification of dogs and cats
- minimise the potential for dogs and cats to create a nuisance
- effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with the Act and the Regulations.

The plan identifies the current local laws and Orders made under the Act and reviews them for effectiveness.

The council must identify any other specific animal management issues within their local area.

Council reviews the plan annually and publishes an evaluation of the implementation of their plan in the Council's annual report.

The plan, including new initiatives, is required to be fully reviewed every 4 years.

Feedback on the plan

Once a resident has become familiar with their Council's domestic animal management plan, they can provide feedback to council on:

- animal management services
- programs or strategies
- new Orders that could be made to address responsible pet ownership in the community
- concerns associated with current council policies on animal management.

Was this page helpful?

 YES

 NO

Feedback

8.4. PUBLIC ART DONATION 'THE BOAT' LEARMONTH

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Kate Gerritsen, Public Art Coordinator

PURPOSE

1. To recommend the donation of 'The Boat' by Ratartat and the Learmonth Community to Council's Public Art Collection

BACKGROUND

2. 'The Boat' is a public artwork on the shores of Lake Learmonth commissioned in 2011 by The Friends of Learmonth with funding provided through the Federal Government's Regional Arts Fund (administered by Regional Arts Victoria).
3. The Friends of Learmonth Committee resolved at a meeting on Thursday, 14 October 2021 to donate 'The Boat' to the City of Ballarat.
4. The written proposal requests acceptance of the donation of 'The Boat' to the City of Ballarat as per Council's 'public art partnership' process. The letter outlining the request from the Friends of Learmonth is attached for Council's information.
5. The artwork is situated on Council land, therefore there are no property or access issues associated with accepting the proposed donation.
6. Officers have confirmed that the artist, Ratartat, has been consulted and supports the proposed donation to Council.

KEY MATTERS

7. Acceptance of the donation is recommended by Council Officers in line with Council's Public Art Policy. The donation meets the following requirements:
 - The artwork is a 'permanent' work, commissioned in 2011 with a lifespan of 25 years+;
 - The artwork is currently in good condition and is materially stable and durable;
 - The artwork requires minimal maintenance, quotations indicate regular maintenance costs are estimated at \$4,000-\$5,000 every 10 years;
 - The artwork is locally significant as it was designed and made by local school children, local artists Ratartat, and members of the Learmonth community;
 - The artwork meets the significance requirements of Council's Public Art Policy.



Images: *The Boat*, documented 22 November 2021

OFFICER RECOMMENDATION:

8. That Council:

8.1 Accept the donation of 'The Boat' to Council's Public Art Collection; and

8.2 Write to the Friends of Learmonth advising of the acceptance of the donation.

ATTACHMENTS

1. Governance Review [8.4.1 - 1 page]
2. Letter to Co B Boat sculpture donation 15102021 [8.4.2 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan alignment: a. Liveability goal – improve our community's quality of life
2. The Learmonth Plan: Our Township Towards 2040 (2016)
3. Public Art Policy (2021)

COMMUNITY IMPACT

4. The proposed donation supports the ongoing maintenance of a community-initiated and commissioned public art project 'The Boat'
5. The proposed donation supports retention of features along the Lake Foreshore walking trail

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. The proposed donation supports the vision articulated in the Learmonth Township Plan (2016): 'Learmonth is a beautiful place to live and visit, a community proud of our businesses and recreational assets.'

FINANCIAL IMPLICATIONS

7. Maintenance costs for routine maintenance of the proposed donation are estimated to be \$4,000-\$5,000 every 10 years (\$400-\$500 P/A)

LEGAL AND RISK CONSIDERATIONS

8. The proposed donation is located on Council property, if 'The Boat' is not maintained it poses a potential risk to Council

HUMAN RIGHTS CONSIDERATIONS

9. 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

10. The Friends of Lake Learmonth and the artists Ratartat have been engaged in consultation. All parties support the donation of 'The Boat' to Council's public art collection.

GENDER EQUALITY ACT 2020

11. There are no gender equality implications identified for the subject of this report.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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“Our mission is to promote and advance Learmonth as an active, healthy, inclusive community and environment”.

418 High Street, Learmonth Vic 3352
ABN: 92 953 202 202

Kate Gerritsen
Public Arts Officer,
City of Ballarat
15th October 2021.

Dear Kate,

I'm writing from Learmonth as the Friends of Learmonth Arts Group chair. This letter is to propose that Ballarat City Council add The Boat, a public art work sited on the eastern foreshore of Lake Learmonth, to their public art collection.

As you probably know, we have conceived of and executed several public art works here on Lake Learmonth foreshore. I'm writing about two of these sculptures, The Flock, which was erected in January 2016, and The Boat, which we made with the Learmonth Primary School children in 2011.

Both these sculptures were made with Learmonth community input and organised by the Friends of Learmonth Arts Group. The Flock, which was part of a whole foreshore development was funded by Victorian State Government, City of Ballarat and the Learmonth Community was funded and is already part of the City of Ballarat public art collection however The Boat, funded by Regional Arts Victoria, is not. The community of Learmonth would like to donate the boat to City of Ballarat.

The life span of this sculpture is a long way into the future, it is very robust. It does however need an oil and grease every few years, a check of the structural integrity and also a paint touch up if and when needed.

After consultation and approval from the Friends Of Learmonth Committee at a meeting on Thursday 14th October 2021, we were in agreement that we would like to donate the Boat to the City of Ballarat.

We do not think the Australian Cultural Gifts Scheme and Resale Royalties applies to this donation.

Yours Sincerely,

Sarah Lloyd
Arts Group Chair, Friends of Learmonth

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