



CITY OF BALLARAT



Community Infrastructure Plan 2022–2037

CITY OF
BALLARAT 





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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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The City of Ballarat is responsible for the provision of community facilities where people can access a wide range of community services and programs, and sport and recreational opportunities.

We also support the provision of community infrastructure by other providers through direct funding and advocacy.

We are not responsible for the provision of schools, hospitals, medical facilities or emergency and safety facilities, however we can play an advocacy role in these areas.



Message from the Mayor of Ballarat



Ballarat boasts some of the best community facilities in the state and we are incredibly proud as local government to be able to provide libraries, community hubs, early years facilities, and so much more. Community infrastructure is the foundation on which resilient communities can thrive. Inclusive and accessible facilities make our city a great place to live and work.

The Community Infrastructure Plan helps guide our future planning to ensure our growing community has access to community facilities to help our population grow into a sustainable, resilient and inclusive community. It refers to the places and spaces that bring us together, where we can make friends, stay active, learn new skills and access important services.

The plan will set standards around how we plan for community needs to ensure we have quality and well distributed facilities everyone can use. It will also help us make informed decisions so we can respond to the infrastructure our community needs, values and aspires to – today and into the future.

The community infrastructure plan is aimed at making sure our future decision making and investment in community infrastructure and services is accountable and transparent, based on evidence of need and insights of our community. It provides a strategic and evidence-based framework to assist the City of Ballarat to make decisions about community facilities which meet community needs.

Two years into the Plan and we are extremely proud that three capital projects have been delivered: the refurbishment of Rowan View Early Learning Centre,

the Ballarat Library re-development, and the Djilia-Tjarri Community Hub. We are also pleased to have two projects that will begin construction in 2024: the Lucas Community Hub Expansion and construction of the long-awaited Sebastopol Community Hub.

The aspirations identified in this plan are similar to, but an evolution from, our previous Plan to respond to policy reform, economic and financial considerations. This includes additional projects and revised timelines.

Recognising the necessity for both longevity in planning and agility in response, our plan provides flexibility to accommodate our evolving community needs. As we encounter new trends and innovations, respond to policy changes, establish new partnerships and see our community services evolve, these changes will be incorporated through regular reviews and continued community engagement. This work will be underpinned by rigorous measurement of our results so that we remain accountable to the community for delivering what we have promised.

Access to well-planned and supported community facilities is so important for the health and wellbeing of our community. We are dedicated to making sure Ballarat has enough of these facilities all over the municipality to ensure equitable access to these essential services and support.

A handwritten signature in blue ink, reading "Des Hudson".

Cr Des Hudson
Mayor, City of Ballarat





Community infrastructure includes the buildings and spaces where our community comes together... to connect, to learn, to be active, to access vital services. To strengthen our sense of belonging. To thrive.



These community facilities are integral to promoting health and wellbeing and supporting a sustainable, innovative and inclusive community.



Through the application of rigorous and transparent processes, the City of Ballarat will target investment to provide equitable, accessible and sustainable community infrastructure across the municipality that meets the needs of our community, now and into the future.



Purpose

- This plan provides clear direction about the City of Ballarat’s community infrastructure investment priorities over the next 15 years
- It shows our community what is being planned in the area where they live and when it will be delivered.
- It is designed to ensure community resources are directed where they best meet the needs of our growing and changing community.
- The plan sets out how we plan and activate projects to ensure decision-making is consistent and transparent and based on robust evidence.
- It provides an overview of the services and facilities our community needs now and over the next 15 years.
- It will guide decision making on future community infrastructure projects, funding requirements, advocacy efforts and partnership opportunities.
- Informs business cases for community infrastructure projects, service plans and reviews, planning studies, masterplans, Infrastructure Contributions Plans, Development Contributions Plans and other City of Ballarat business.
- Helps inform Council Plan, budget, Finance Plan, Asset Plan and capital works program.



“As an organisation, we are developing a clear plan for how we will invest in our assets long-term to ensure they are fit-for-purpose and deliver the service levels that residents need and expect.”

**Evan King,
Chief Executive Officer**

What is Community Infrastructure?

Community infrastructure is integral to promoting community wellbeing and leading to better quality of life for residents by shaping and influencing social and economic outcomes.

> For the purposes of this plan, community infrastructure refers to the portfolio of buildings and spaces Council has responsibility for that support the delivery of community services and programs.

Facilities included in the scope of this plan include community hubs, halls and meeting spaces, Library

services, Kindergarten and Maternal and Child Health services.

While we acknowledge that this definition is limited in scope as many other facilities play a role in supporting our communities, this plan identifies a scope of works or projects that is both sizeable and achievable. This scope will be broadened over time to include other facilities that support and contribute to meeting the needs and promoting the wellbeing of individuals, families, groups and communities through the life stages such as arts and culture facilities and recreation facilities.



HOW COMMUNITY INFRASTRUCTURE BENEFITS OUR COMMUNITY

The provision of equitable, accessible and sustainable community infrastructure and inclusive services, programs, activities and initiatives provides access for all residents, not only to a wide range of opportunities but also to vital social and community networks.



City of Ballarat role

The planning and financial management obligations outlined in the *Victorian Local Government Act 2020* and the *Planning and Environment Act 1987* are the legislative drivers for the development of a future focused Community infrastructure plan.

Delivering the full range of community infrastructure required to meet community needs cannot be the responsibility of any one agency. It requires a coordinated response that involves strong partnerships between the three

levels of government and with non-government organisations, the private sector and the community. As one of the largest municipalities in the region by population, Ballarat is recognised as a major service centre for the Central Highlands and Grampians regions. This has implications for the provision of facilities to service the needs of not just local communities but also those across the wider region.

<p>As part of our leadership role within the municipality and more broadly across the region, the City of Ballarat recognises the important role we have to play to meet current and future needs in the following areas:</p>		
<p>We plan community infrastructure...</p> <p>Undertake policy development, needs analysis and strategic planning</p> <p>Seek financial and in-kind contributions from other levels of government, nongovernment organisations and the private sector</p> <p>Develop innovative pathways for the delivery of infrastructure with the potential to leverage a range of public and private opportunities</p> <p>Council aims to align services that address all life stages, through the provision of community infrastructure that is flexible, well located and accessible</p>	<p>We provide community services...</p> <p>Council commits to delivering quality services in and out of Council infrastructure that adopt best practice approaches that support the health and wellbeing of the community</p> <p>Provide funding and in-kind support to assist other service providers to deliver community services</p> <p>Partner with and advocate to other levels of government and community service providers to ensure appropriate services are available</p> <p>Consider where, when and how facilities should be provided</p>	<p>We provide community infrastructure...</p> <p>Plan, fund, develop, deliver and manage a wide range of community facilities</p> <p>Maintain and improve existing facilities informed by community needs</p> <p>Council will sometimes seek alternate service delivery options by establishing partnerships with other service providers and community groups.</p> <p>Review service agreements to maximise use of existing facilities</p>

Strategic context

The Community Infrastructure Plan supports our community's vision for Ballarat as outlined in the City of Ballarat Community Vision 2021–2031...

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

> City of Ballarat Strategic documents

The *Victorian Local Government Act 2020* requires local governments to provide the best outcomes for the community, while having regard to the long-term cumulative effects of decisions.

There are several key overarching local government plans and relevant legislation considered in the development of the community infrastructure plan which provide direction as to the priorities and desired outcomes for the municipality. These have been identified below.

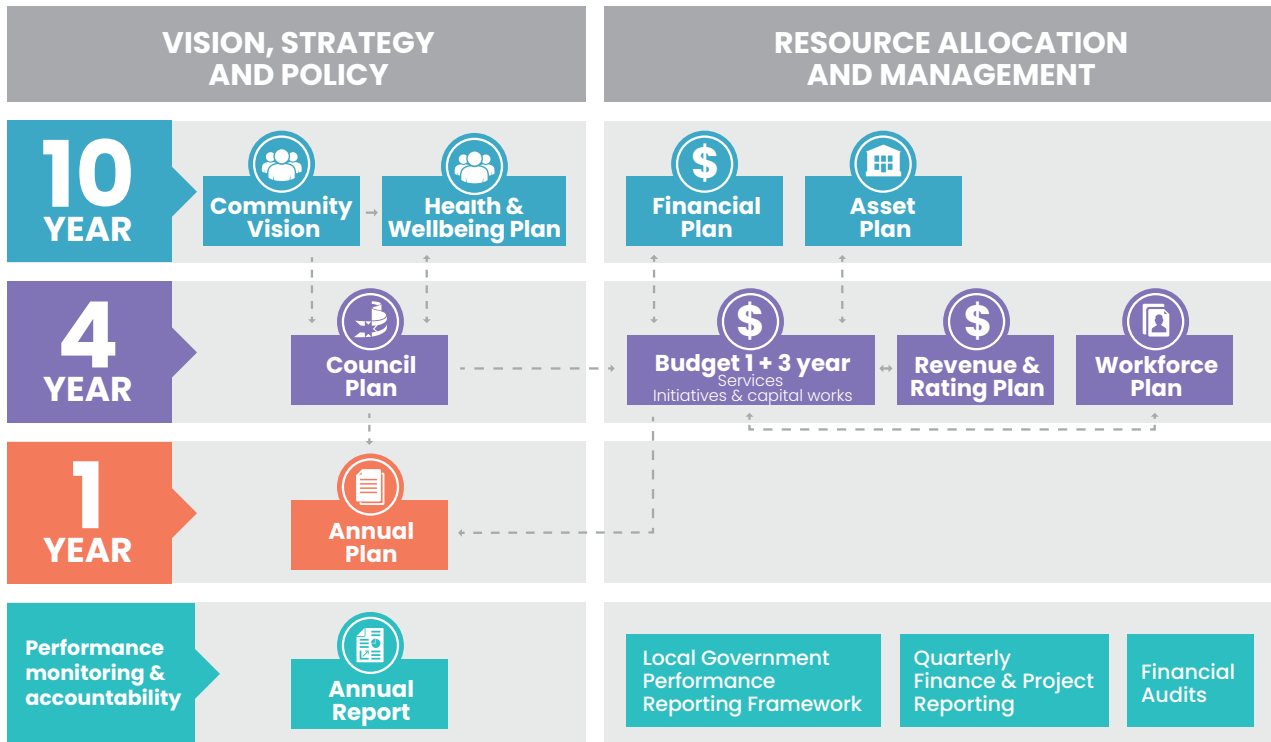
- Community Vision 2021 - 2031
- Council Plan 2021 - 2025
- Financial Plan 2021 - 2031
- Asset Plan 2022 - 2032
- Ballarat Strategy 2040
- Health and Wellbeing Plan 2021 - 2031
- *Local Government Act 2020*
- *Gender Equality Act 2020*

The Community Infrastructure Plan has been informed by and provides an evidence base to support and inform the development of other plans and strategies that are currently under development, such as the *Asset Plan 2021–2031* and others (*a list is provided in Appendix 1*).

The *Community Infrastructure Needs and Gap Analysis Report (2021)* was used as a key source of evidence to inform this plan's development and will also inform other plans and practices. Information gathered in the audit phase of the process was considered in relation to the Desired Provision Standards, service levels, agreed hierarchies (looking at specific population catchments to ensure an integrated community infrastructure network of complementary regional, district and neighbourhood facilities) and assessments based on demand and usage to identify current and future gaps in community infrastructure provision.

A review of existing plans, strategies, policies and known projects was taken into account. This also recognises the contributions that have already been made by the community to these processes and by facility managers who were provided with the opportunity to give feedback. Data and information that informed the Needs and Gap Analysis Report will be reviewed every two years.

> City of Ballarat integrated strategic planning framework



> Community engagement

The community was provided with a range of opportunities to give feedback on community infrastructure planning at key stages in the **community infrastructure planning and delivery process** (shown on page 15) as well as through feedback incorporated into broader City of Ballarat plans and strategies which were considered in the process including the Community Vision, Council Plan, Community Infrastructure Planning Policy, and

other key strategic plans and master plans such as Township Plans and Local Area Plans.

This is a living document and there will be ongoing opportunities for the community to provide feedback, such as on draft documents, during the auditing and review process which will occur every two years throughout the life of the plan, and in the development of feasibility reports, and pre-planning strategic investigations (these are identified in the action plan on pages 29 - 32).



How we make decisions about Community Infrastructure

To ensure the equitable, efficient and sustainable provision of high-quality buildings and spaces that meet current and future needs, community infrastructure planning and delivery is guided by a robust and transparent process.

> Community infrastructure planning and delivery process

Decision-making in relation to the prioritisation, investment, design and delivery of community infrastructure is based on robust evidence, with a strong focus on community engagement and service-based reviews balanced with quantitative assessment.

The consistent application of guiding principles supports the identification of infrastructure priorities across the whole organisation. This collaborative approach is designed to ensure we clearly understand and deliver on what our community needs.

Community infrastructure planning process provides a whole of Council approach to inform evidence based decision making. The process is developed and implemented in an iterative way that allows for responsive planning over time.

Community infrastructure planning principles

These guiding principles have been developed in line with best practice contemporary approaches to community infrastructure development and provide the overall direction to decision making for community infrastructure planning.



> Strategic and integrated planning

Projects will consider community needs and priorities at both a municipal and local area level from a service delivery perspective. A pipeline of projects will be planned and costed to ensure funding submissions are strategic and based on identified needs. A whole-of-organisation approach will ensure consistency in decision-making.

> People-first approach

Projects will focus on connecting people to services and facilities that enhance overall health and wellbeing, encourage social connection and cohesion, foster creativity and economic and environmental vitality, build social capital and capacity, and create a strong sense of community and local identity. A commitment to community engagement will ensure community voice is considered.

> Access, inclusion and equity

Projects will consider an equitable provision and standard of facilities, be universally accessible and welcoming, promote social and cultural inclusion and liveability and encourage active lifestyles, taking into account the diverse needs of the community. They will recognise Traditional Owners.

> Sustainability

Wherever possible, projects will provide a standard of infrastructure, management and service delivery that focuses on environmental and social outcomes and balances economic and heritage considerations. A commitment to robust and ethical governance structures will ensure consistency and transparency in decision-making.

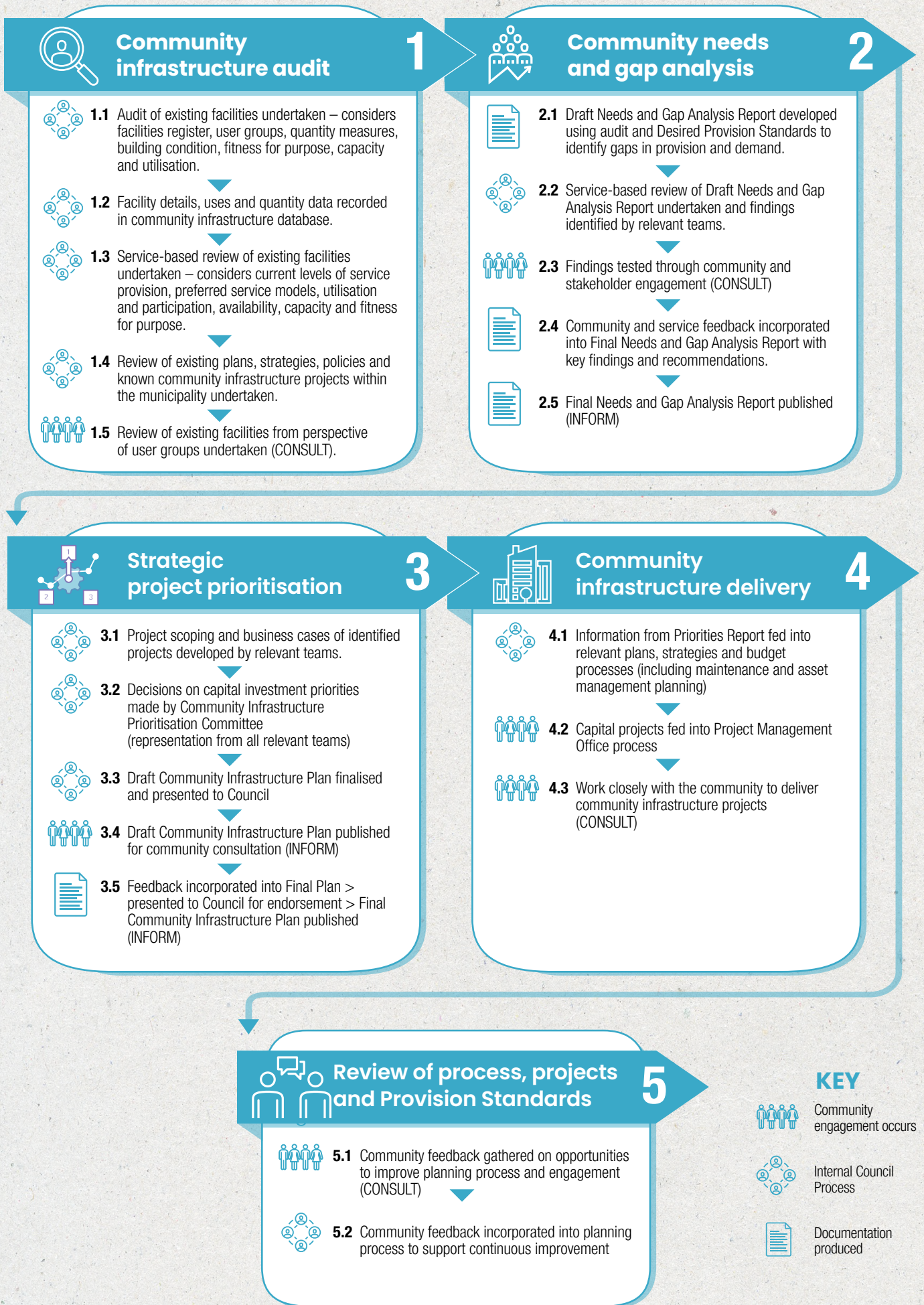
> Innovation and adaptability

Wherever possible, projects will value and prioritise innovation and successful models of delivery. Design will take advantage of new technologies to achieve outcomes that are ecologically sustainable and responsive to changing community needs and priorities and new opportunities. The City of Ballarat will show leadership in supporting innovation and will prioritise local expertise and creativity through planning and procurement systems.

> Multipurpose, flexible and safe

Wherever possible, projects will be designed for maximum flexibility and adaptability to enable the broadest possible use by a range of groups, services and activities and to ensure they can be repurposed over time in response to changing community needs and priorities and new opportunities. They will be delivered in line with appropriate infrastructure standards, universal design standards and best practice environmental design principles to enhance accessibility and enhance community safety.

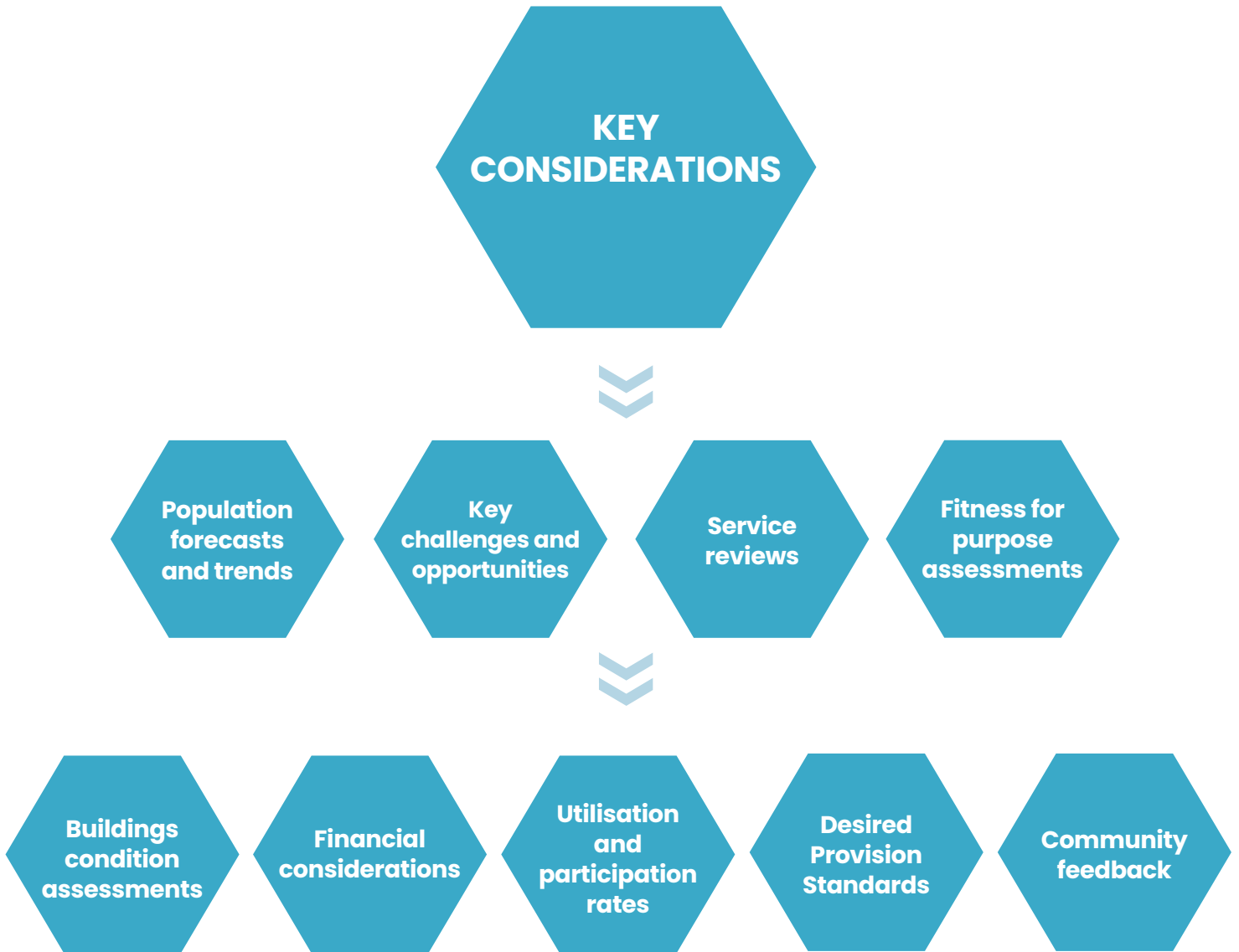
> Community infrastructure planning and delivery process



Key considerations in our decision-making

Community need and demand is influenced by factors from population growth rates, new and emerging opportunities and private sector investment to participation rates and the location and suitability of facilities.

For this reason, a wide range of factors are considered as part of a broad assessment in all planning and decision-making.



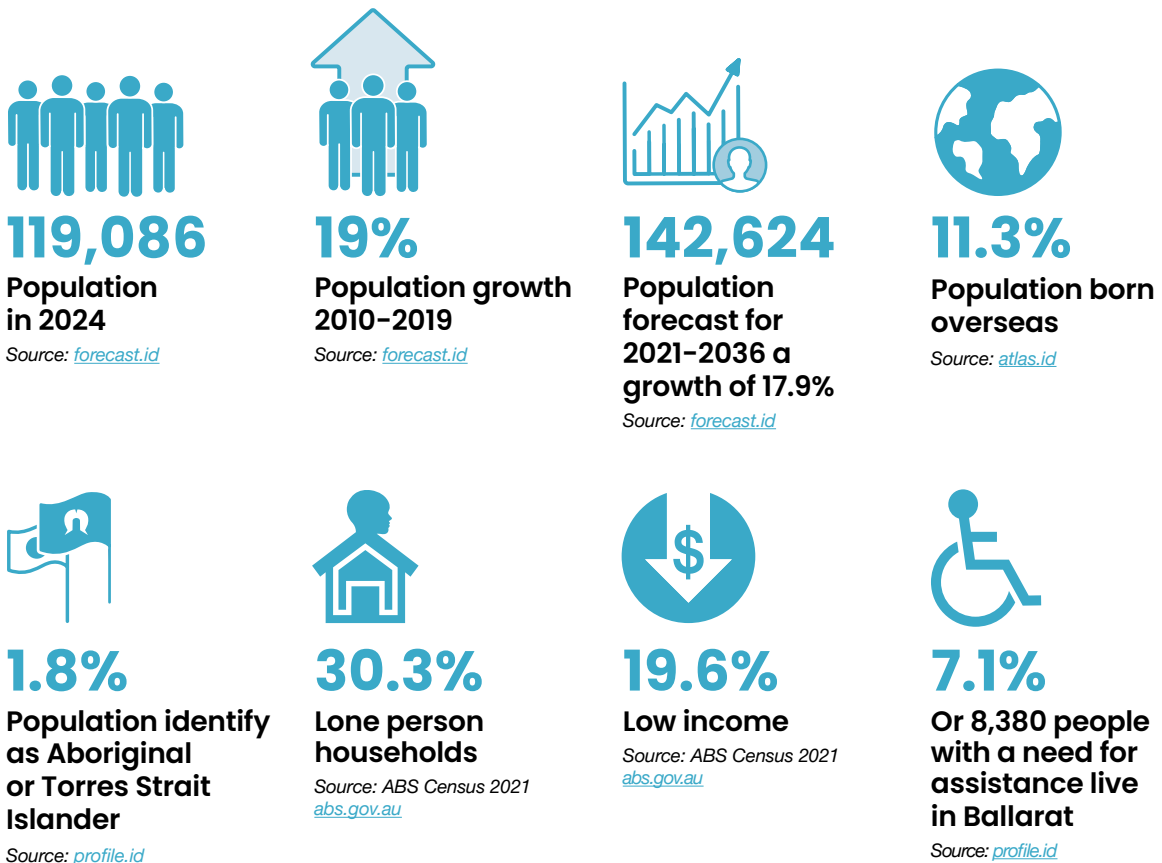
> While this plan and associated work forms the evidence base to inform the City of Ballarat decision-making process, decisions regarding the allocation of funding are made at the time of setting the annual budget.

1. Population forecasts and trends

Building a comprehensive understanding of population and demographic trends at both a municipal and local area level is an essential starting point for effective community infrastructure and service planning.

More detail is provided in the *Community Infrastructure Needs and Gap Analysis Report*.

A snapshot of Ballarat



Ballarat is currently experiencing significant population growth. Compared to the state average, Ballarat’s population is ageing, with a higher proportion of people aged over 55 years and a smaller proportion aged 20–55.

The large majority of residents were born in Australia which is significantly higher than the state average. While small in number, our Aboriginal and Torres Strait Islander population is the same or greater than the regional Victoria and state averages.

Compared to the regional Victoria average, there is a higher proportion of lone person households, one parent families, low income households and people with disability, a similar proportion of couple families with children and a lower proportion of couples without children. City's population is characterised by disparity in socio-economic status.

It is expected that rapid growth will drive notable changes in the wider region’s demographic makeup. This, together with an ageing population and changing household and family structures, will have implications for community infrastructure and service planning.

2. Key challenges and opportunities

Effective community infrastructure planning involves the consideration of current and emerging challenges and opportunities.

- Planning for rapid population growth
- Servicing diverse communities
- Servicing changing demographics
- Balancing the needs of growth areas and existing neighbourhoods
- Achieving equitable provision and standard of facilities across the municipality
- Maintaining ageing infrastructure, balancing new and renew
- Balancing social and financial responsibilities
- Maximising external funding opportunities
- Achieving an integrated, coordinated network of facilities (community facilities providing different but complementary services to avoid duplication of resources)
- Achieving integrated service delivery (services and agencies working together to coordinate their support and services for clients).

3. Service reviews

A broad range of information was collected and analysed to help build a comprehensive understanding of service levels and service trends to ensure best practice service provision. More detail is provided in the *Community Infrastructure Needs and Gap Analysis Report*. Service information will continue to inform development throughout the life cycle of the plan.

4. Fitness for purpose assessments

Information was collected and analysed to help build a comprehensive understanding of the suitability of existing facilities for supporting quality service delivery. Assessments considered:

- Travel accessibility from the perspective of location related to its intended users, proximity to related services and facilities, transport options and parking, personal safety.
- Appearance and fit out
- Configuration and size
- Universal access and equity (people of all abilities access to facility, appropriateness for all genders, cultures and ages).

5. Building condition assessments

A broad range of information was collected and analysed to help build a comprehensive understanding about whether existing buildings meet established facility standards or have any building condition issues. Decisions about future capital projects will be informed by factors such as building condition and remaining economic life.

6. Financial consideration

Long term financial planning supports Council to make informed decisions to bring about quality outcomes for our current and future community. The long term costs of maintaining and managing community infrastructure is taken into account in the decision making processes. Key considerations that have, and will continue to, inform decision making about future capital projects include Councils' projected cash position, expenditure/maintenance history (if relevant), budget estimates, proposed funding sources and alternatives, future budget allocations made and/or required and lifecycle costs of projects.

Developing a future focussed community infrastructure plan supports alignment with financial planning and the resources and facilities that are required for service delivery. A number of operational improvements will aim to increase the financial viability, use and activation of existing community infrastructure.

7. Utilisation and participation rates

A broad range of usage and demand information was collected and analysed, including facility specific assessments, to help build a comprehensive understanding about whether existing facilities and services have adequate capacity to meet community demand and maximise utilisation.

8. Desired Provision Standards

A set of standards has been developed to determine the number of each facility type required to meet the needs of the Ballarat community at both a municipal and local level. These standards are based on assessments of all existing City of Ballarat community facilities as well as non-City of Ballarat facilities that are available for community use. They set clear expectations about the community infrastructure required in a given Planning Area to service certain population sizes now and in the future. While these standards serve as a useful guide, it is not possible to apply a one-size-fits-all approach to a city as diverse as Ballarat. As such, these are ‘Desired’ Provision Standards.

9. Community feedback

The City of Ballarat recognises engagement leading to well-informed decisions based on a better understanding of community needs is fundamental to effective and transparent governance and enables bold, vibrant, and thriving communities. The application of the City of Ballarat’s Community Engagement Principles ensures community input is valued and respected.

Community engagement is undertaken at key stages throughout the **community infrastructure planning and delivery process** (*shown on page 15*) – and community members have opportunities to provide ongoing input through feedback incorporated into broader City of Ballarat plans and strategies which are considered in the community infrastructure planning process.



Planning areas

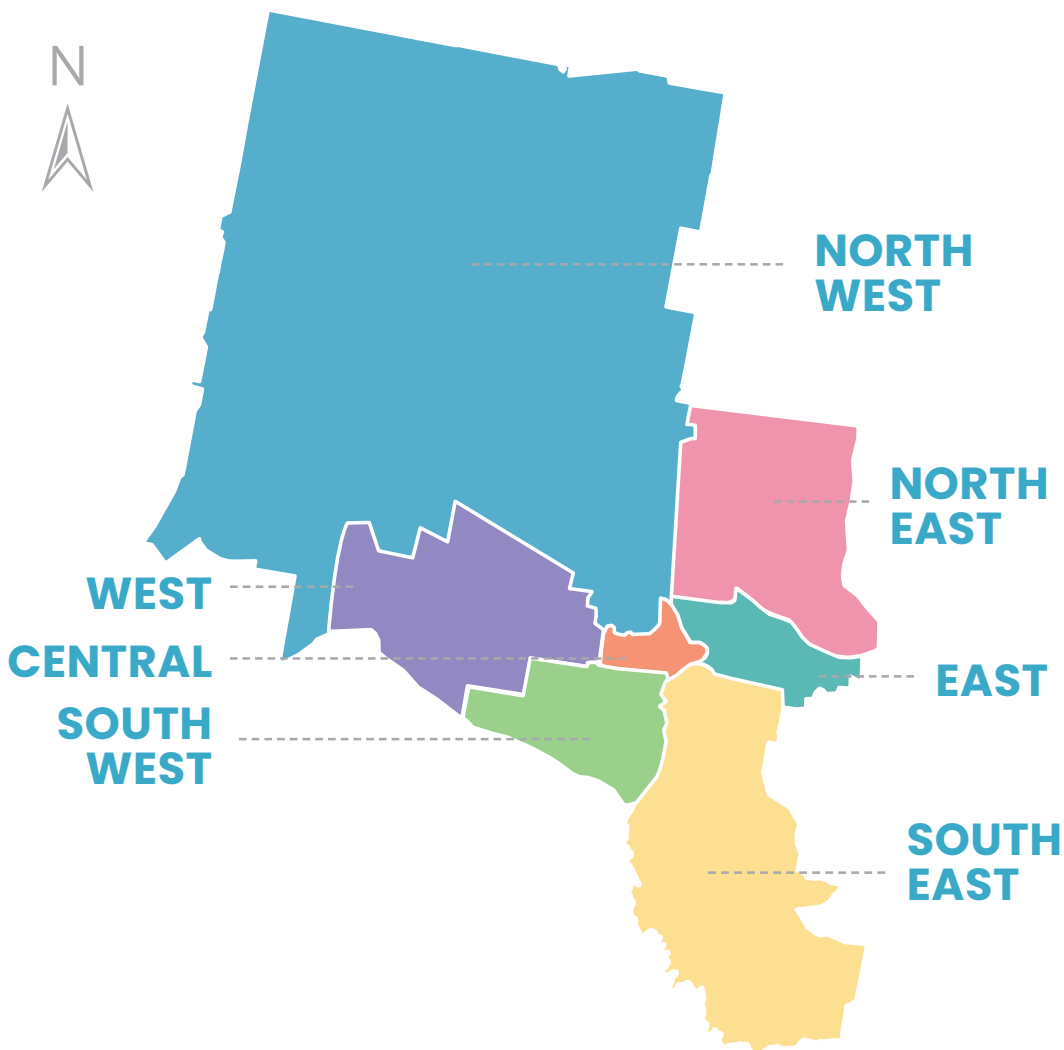
A place-based approach has been used in the analysis of service delivery and infrastructure planning to guide accessible and equitable infrastructure provision across the municipality. This approach is designed to ensure established

neighbourhoods are considered as well as growth areas so that localities with limited or no capacity for growth or which are experiencing population decline will be supported, while highlighting opportunities for integrated solutions.

City of Ballarat Planning Areas

Seven Planning Areas have been identified. These are comprised of groups of suburbs identified by **Profile ID** (<https://profile.id.com.au/ballarat>) which provides Census data for the City of

Ballarat broken down into small areas based on customised localities while also considering typical travel patterns across the municipality.



Community profile snapshots and key findings

For each of the seven Planning Areas, we looked at what is currently available from the perspective of the spread of facilities across the municipality and service delivery to identify current and future

demand levels. More detail is provided in the *Community Infrastructure Needs and Gap Analysis Report*.

> North West Planning Area



The North West planning area covers the profile areas of Rural West, Miners Rest - Mitchell Park, Wendouree, Lake Wendouree (North) - Lake Gardens.

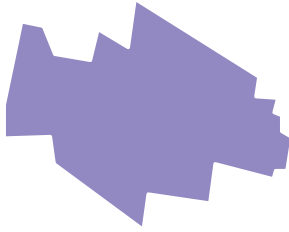
- **Population 2021:** 20711 **2036:** 22532 (13.33% increase¹)
- 9.16% increase in births between 2016-36¹
- 31.8% of households in Wendouree and 25% in Rural West are **low income households**
- 10.8% of households in Wendouree have no car
- More residents in Wendouree (36.4%) **live alone** than the state average (23.3%)
- 14.5% of residents in Lake Wendouree and Lake Gardens are **born overseas**, higher than other locations in this area but still noticeably lower than the state average (28.4%)

The population in this area is growing steadily and is projected to increase across all age groups from babies to older people by 2036. The area includes rural communities, a wide range of socio-economic diversity and suburbs experiencing high levels of vulnerability. It is well serviced by community infrastructure and will meet most Desired Provision Standards once planned projects are completed. Fitness for purpose assessments have identified significant impact on service delivery at two facilities. This has informed capital projects identified in this plan.

What's important?

- Ensuring there are locally accessible facilities and spaces for programs, services and activities to support residents of all ages
- Ensuring there are appropriate spaces for services to support vulnerable communities
- Ensuring existing facilities are fit-for-purpose to enable service and participation continuity
- Monitoring birth rates and demand for Maternal Child Health Services
- Ensuring locally accessible community meeting spaces are available in rural communities in NW planning area.

> West Planning Area



The West planning area encompasses the profile areas of Cardigan Village - Bunkers Hill, Lucas - Cardigan and Alfredton.

- **Population 2021:** 14577 **2036:** 25229 (73.07% increase¹)
- 64.67% increase in births between 2016-36¹
- Increase in families with dependent children in Cardigan-Lucas-Bunkers Hill (+156.95%) and Alfredton (+36.11%)
- 408.4% increase in residential developments in Cardigan-Lucas-Bunkers Hill¹ (2016-2036)

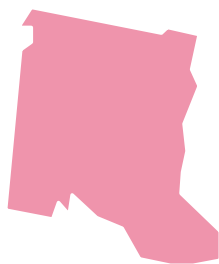
The population in this area is growing rapidly and is projected to increase across all age groups by 2036, with a notable increase in families with dependent children. Due to this rapid growth, significant gaps in community infrastructure provision are expected over the next 15 years. Much of this is planned for within the Ballarat West Development Contributions Plan. Ongoing monitoring and review that considers Desired Provision Standards and participation rates will

ensure appropriate facilities make the best use of available land and are delivered at the right time to meet changing community needs and increasing demand.

What's important?

- Ensuring appropriate facilities are built to meet the needs of the growing population, notably kindergarten places and recreation facilities and community meeting spaces
- Ensuring existing facilities are fit-for-purpose to enable service and participation continuity
- Monitoring participation trends to ensure responsive planning to changing community needs
- Exploring opportunities for shared use of facilities with other service providers
- Multipurpose spaces to cater for all life stages

> North East Planning Area



The North East planning area covers the profile areas of Ballarat North - Invermay Park and Rural East.

- **Population 2021:** 8852 **2036:** 10032 (13.33% increase¹)
- 8.74% increase in births between 2016-36¹

This is the smallest and most rural of the Planning Areas. The population is growing steadily and is projected to increase steadily across all age groups by 2036. It is also ageing, with the highest growth expected in the 70+ age group. When assessing the demand for additional facilities over the coming years, consideration will be given to the rural composition of this area as well as the requirements of new growth fronts in the north of the municipality, which will be adjacent to or included in this area. This will be subject to ongoing monitoring and review.

What's important?

- Ensuring existing facilities are fit-for-purpose to enable service and participation continuity
- Monitoring population growth, participation trends and utilisation of existing facilities to inform future needs
- Exploring opportunities associated with the northern growth front
- Consideration of needs of rural communities
- Considering flexible service delivery options such as outreach services
- Monitoring demand for early years services such as kindergarten spaces and Maternal Child Health services.

> South West Planning Area



The South West planning area covers the profile areas of Delacombe and Sebastopol - Redan

- **Population 2021:** 23285 **2036:** 45352 (94.77% increase¹)
- 103.02% increase in births between 2016-36¹
- This area will see a significant **increase in families with children** between 2016-36: Bonshaw/Smythes Creek (597.38%), Delacombe (97.17%) and Ballarat West Growth Area (97.52%)
- Sebastopol-Redan households have a higher percentage of **low income** (31.8%), **housing stress** (18.1%), **no car** ownership and **lone person** households compared to other suburbs in this area

The population in this area is growing quickly and is projected to increase across all age groups by 2036. The area has a mix of new housing developments and existing neighbourhoods. It includes suburbs experiencing high levels of vulnerability and the highest levels of housing stress in the municipality. Rapid growth will see this area increase by 20,000 people over the next 15 years. Extensive community infrastructure provision is planned for within the Ballarat West Development Contributions Plan. Ongoing monitoring and review that considers

Desired Provision Standards and participation rates will ensure appropriate facilities make the best use of available land and are delivered at the right time to meet changing community needs and increasing demand. Fitness for purpose assessments have identified significant impact on service delivery at a number of facilities. This has informed capital projects identified in this plan.

What's important?

- Ensuring existing facilities are fit-for-purpose to enable service and participation continuity
- Ensuring there are locally accessible facilities for programs, services and activities to support residents of all ages
- Ensuring there are appropriate spaces for services to support vulnerable communities
- Monitoring participation trends to ensure responsive planning to changing community needs
- Ensuring appropriate facilities are built at the correct time to meet the needs of the growing population

> Central Planning Area



The Central planning area encompasses the profile area of Central Ballarat - Bakery Hill - Lake Wendouree (South) - Newington.

- **Population 2021:** 10055 **2036:** 10134 (**0.79%** increase¹)
- 9.82% **decrease in births** between 2016-36¹
- 31.9% of lone person households (state average 23.3%)

The population is ageing and is projected to increase by only 0.79% by 2036 – the smallest increase across the municipality – with a significant decrease in the under-18 age group and a large increase in the 70+ age group. The percentage of lone person households is higher than the state average. Some of the municipality's centralised infrastructure is located in this area which contributes to a surplus of a number of facility types in relation to the Desired Provision Standards for the resident population.

Fitness for purpose assessments have identified significant impact on service delivery at two facilities. This has informed capital projects identified in this plan.

What's important?

- Ensuring existing facilities are fit for purpose to accommodate programs, services and activities
- Ensuring there are locally accessible community meeting spaces
- Undertaking strategic investigations to inform future infrastructure projects to service this area and the whole municipality
- Monitor population growth
- Maintaining ageing infrastructure, balancing new and renew.

> East Planning Area



The East planning area covers the profile areas of Soldiers Hill - Black Hill - Nerrina (South) - Brown Hill (West) and Ballarat East - Eureka - Warrenheip

- **Population 2021:** 15579 **2036:** 16245 (4.27% increase¹)
- 3.63% decrease in births between 2016-36¹
- Ballarat East, Eureka and Warrenheip households: 26.9% **low income**, 13.8% experiencing **housing stress**, 7.5% with **no car**, **32.5% lone person** households

The population in this area is ageing, with a projected decrease in babies, pre-schoolers and primary schoolers, and a significant increase in the 70+ age group by 2036. The area includes suburbs with households experiencing high levels of vulnerability and housing stress and a high number of lone person households. Overall, there is a comprehensive supply of community infrastructure that meets or exceeds most Desired Provision Standards.

What's important?

- Ensuring existing facilities are fit-for-purpose to enable service and participation continuity
- Ensuring there are locally accessible facilities and services in the different suburbs in the planning area
- Monitoring population growth, participation trends and use of existing facilities to inform future needs
- Undertaking strategic investigations to inform future infrastructure projects to service this area
- Monitoring birth rates and demand for maternal and child health services within the planning area.

> South East Planning Area



The South East planning area covers the profile areas of Golden Point - Mount Pleasant - Canadian - Mount Clear - Mount Helen and Buninyong - Rural South.

- **Population 2021:** 20978 **2036:** 23380 (11.45% increase¹)
- Average **SEIFA Index** of 1023.672
- 2.59% increase in births between 2016-36¹
- 14.2% of households in Golden Point, Mount Pleasant and Canadian experienced **housing stress** in 2016
- An **increase in families with children** in Mount Clear-Mount Helen between 2021-2036 (+18.88%)

The population in this area is ageing and is projected to increase steadily across all ages by 2036, with a significant increase in the 70+ age group and, in some suburbs, families with children. The area includes suburbs with households experiencing high levels of housing stress. It is relatively well serviced by community infrastructure and meets most Desired Provision Standards.

Participation data and service capacity reviews have informed capital projects identified in this plan.

What's important?

- Ensuring existing facilities are fit-for-purpose to enable service and participation continuity and respond to identified community need
- Monitoring participation and utilisation of existing facilities to inform future needs
- Undertaking strategic investigations to inform future infrastructure projects to service this area
- Monitoring need for community meeting spaces across the planning district. Current distribution is limited to one area
- Consideration of surrounding LGA's and utilisation of services.

1. <https://profile.id.com.au/ballarat>

Community Infrastructure Capital Projects

Facilities that support community services and programs

Implementation of the community infrastructure planning process has identified the following major capital projects and timeframes for delivery. The City of Ballarat will seek external funding through appropriate grant streams and financial considerations will be integral in determining the timeframe of projects.

Due to the continuous nature of community infrastructure planning project timelines may change depending on ongoing assessments of community needs, review of data, consideration of other infrastructure types, monitoring population changes and trends and external funding opportunities.

Project summaries providing details about each project will be made available to the community as project progress.

Maintenance, minor works programs and upgrades will continue and these projects are not included in the following table.

> Facilities that support community services and programs

Capital project	Forecast year of delivery													
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Rowan View Kindergrten	CO													
Djila-tjarriu Community Hub	D	C	CO											
Ballarat Library	D	C	CO											
Lucas Community Hub extension	D	C	C											
Sebastopol Community Hub (interim name)	D	D	C	C										
Eastwood Leisure Complex Redevelopment		D	C	C										
Royal Park Buninyong Community Facility				D	C									
Winter Valley Community Hub				D	D	C	C							
Youth Hub				D	D	C	C							
Wendouree Library			D	D		C	C							
Delacombe Town Centre Community Hub						D	D	C	C					
Delacombe Community Kindergarten									D	C	C			
Delacombe Library and Community Hub											D	D	C	C

D = Design

C = Construct

CO = Complete

> Early Years Projects

Capital project	Forecast year of delivery													
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Buninyong Kindergarten			D		C	C								
Black Hill Kindergarten			D		D	C	C							
Brown Hill Kindergarten		D				C	C							
Midlands Kindergarten					D	C	C							
Bonshaw Early Learning Centre						D	C	C						
Miners Rest Kindergarten						D	C	C						
Alfredton Kindergarten							D	C	C					
Linda Brown Preschool								D	C	C				
Western Oval Community Hub (inc kindergarten)												D	C	C

Note: Project timelines may be subject to change. Continual monitoring of service needs and funding opportunities will inform timelines of these projects.

D = Design

C = Construct



Monitoring and Review

Community infrastructure planning is not a set and forget process. It needs to be flexible to ensure both infrastructure and service provision are responsive to changes in population, demographics, policy and service levels and priorities over time, and capitalise on emerging trends and opportunities.

This plan will be subject to ongoing monitoring and review as follows:

- An annual report card will be prepared for Council to provide an update on works completed in that year
- Audits, community needs and desired Provision Standards will be reviewed every two years taking into account feedback from user groups as well as population, demographic and service trends to ensure community infrastructure provision continues to meet demand as needs change and to provide opportunities to make changes to capital project scheduling
- A complete review and update will be undertaken every four years in line with the new Council term to provide opportunities for the new Council to make any changes as required
- This version of the Plan will undergo a full review in two years based on the service implications of kindergarten and pre prep, additional facility inclusions and economic and financial considerations.

> Continuous improvement

The City of Ballarat is committed to continuing to improve its knowledge, skills and operational practices based on sector-wide best practice.

Improved knowledge about the future direction of Council and non-Council services, and an understanding of sector-wide best practice and population forecasting will drive integrated community infrastructure planning and the provision of community facilities.

Action plan

To support the implementation of the Community Infrastructure Plan we have detailed key activities, initiatives, and complementary work that Council will undertake to inform decision making and continual evolution of this plan. This work will occur over the lifecycle of the plan and may result in amendments and updates to the plan. This may be through the inclusion of additional infrastructure types, identification of

additional projects based on community need and in response to factors that are considered as part of the decision making process. Some of the actions build upon current projects and programs being undertaken by Council. Other actions signify new and innovative ways to plan, deliver and activate community infrastructure.

The Community Infrastructure Planning Policy 2020 identified six guiding principles to provide the overall direction to decision making for community infrastructure planning. The actions are grouped under the six guiding principles. An annual progress update will be presented to Council.

Principle	Actions
1. Strategic and integrated planning	<p>1.1 Expand the community infrastructure planning process to include other types of community facilities;</p> <ul style="list-style-type: none"> • Art and Culture infrastructure report identified a number of feasibility studies and reports to be undertaken. Findings to inform and be included in future iterations of the Community Infrastructure Plan. • Sport and recreation facilities to be included in a future Recreation Infrastructure Plan that will utilise the same planning and decision making process. • In new growth areas findings of community infrastructure planning process to inform and support the development of needs analysis and growth area plans to ensure community facility requirements are considered early in the planning stages. • Additional facilities that are Council assets and support the delivery of community services and programs to be fed into the community infrastructure planning process to ensure the needs of community groups and organisations utilising these facilities are met.
	<p>1.2 Implement audit phase of community infrastructure planning process every two years to inform future planning, delivery, maintenance and compliance. This information will also inform long term building asset management plan for community facilities.</p>
	<p>1.3 For new plans and strategies, reviews and updates apply the community infrastructure planning process to inform decision making, identify and prioritise capital projects.</p>
	<p>1.4 Collect participation, usage and occupancy data which will be considered alongside any quantitative standards to inform future planning. Monitor trends of new activities.</p>
	<p>1.5 Review of the City of Ballarat’s existing land holdings to be undertaken to identify potential community infrastructure development sites.</p>
	<p>1.6 Informed by the 15 year community infrastructure capital program, prepare plans and designs to support funding applications and service enhancements (i.e. business cases, concept designs)</p>
	<p>1.7 Sebastopol Library report to be undertaken to consider if the building size can adequately accommodate users and is appropriate for the population catchment.</p>

Principle	Actions
1. Strategic and integrated planning	1.8 Established hierarchy and provision standards guides community infrastructure planning and delivery. Review every two years taking into account service trends, population growth, demographic data, community feedback and other factors that have an impact on existing plans for community infrastructure.
	1.9 Maternal and Child Health rooms – further investigations to be undertaken to determine service demand for additional facilities in northern growth zone and planning areas where shortfall identified.
	1.10 Performing Arts Space – report to be undertaken to investigate the need identified in the Arts and Culture infrastructure report for a new live performance venue of less than 300 seats to support block bookings for rehearsals and semi-professional performances.
	1.11 Monitor relevant community infrastructure funding opportunities and budget announcements and identify strategic opportunities for project alignment.
2. People First Approach	2.1 Facilitate community engagement processes in the planning, design, and management of community infrastructure. Ensure target users are well represented and to capture needs of the community regarding infrastructure provision.
	2.2 Feasibility report, including costings, to be undertaken to identify suitable facilities to incorporate display spaces to enable First Nations arts and crafts, and local arts artists and craftspeople to showcase their work in common areas. A checklist to be developed to assess suitability of venues.
	2.3 Identify and consult with non-Council community facility providers to help promote and increase utilisation of non-Council provided facilities.
	2.4 Work with lessees and other community organisations to build capacity to design services and programs that respond to identified community needs and aspirations.
	2.5 Aboriginal Cultural space - Feasibility report to be undertaken to identify the need for a space to accommodate cultural experiences targeted at the local community and visitors and to foster and incubate local Aboriginal businesses as identified in the Arts and Culture report.
3. Access, Inclusion and Equity	3.1 Develop community infrastructure guidelines to ensure all new facilities meet the diverse needs and expectations of our community. Include information relating to minimum facility inclusions and standards and universal design considerations and outline the required attributes to improve community building accessibility and inclusivity.
	3.2 Equitable provision and standard of facilities will be promoted using established hierarchy and provision standards. Ongoing monitoring of meeting space to ensure suburbs within planning districts have accessible spaces to meet.
	3.3 Community infrastructure will recognise the traditional custodians of the land through signage and in other culturally appropriate ways.
	3.4 Provide a centralised point to access information regarding community facilities in City of Ballarat (e.g., Community Directory)
	3.5 Update Council’s website with sufficient information about Council’s community facilities. Include information relating to location, capacity, fees, amenities, equipment, and accessibility.
	3.6 Investigate online booking system for community facilities to improve convenience for community, facility managers and increase utilisation.

Principle	Actions
4. Sustainability	4.1 Building Condition Audit - Building Condition assessments will be undertaken regularly and involve a program of rolling annual inspections which cover all Buildings and Facilities assets to inform future planning, delivery of 10-year renewal and upgrade plan. Condition assessments to be performed by external contractors with the scope including assigning condition ratings, identification of defects and prioritisation of rectifying defects as well as identifying opportunities for renewal or upgrades.
	4.2 Development of City of Ballarat Environmental Sustainable Design (ESD) Policy and Framework. Purpose is to incorporate and embed ESD principles to the design, construction, refurbishment, operation and demolition of all Council buildings and infrastructure (assets).
	4.3 Advocate to State and Federal Government to provide increased funding towards the delivery of community infrastructure projects within the City of Ballarat.
	4.4 Leasing and licensing policy to be reviewed and updated.
	4.5 Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e., occupancy, attendance etc) across varied time periods (i.e., weekly, monthly etc) and will be used to drive continuous improvement.
	4.6 Rationalise ageing and/or inadequate community infrastructure to help facilitate provision of new and improved community facilities: <ul style="list-style-type: none"> • Identify ageing, inadequate, or surplus community infrastructure. • Identify rationalisation options (e.g., dispose, sell, re-purpose) and • Confirm a process to steer community infrastructure asset rationalisation, that includes a percentage of any revenue received being reinvested back into local community infrastructure.
	4.7 A report to be developed on the ownership and management models of Band Halls to identify user group needs, optimise use of existing facilities by current and future users, ensure fit for purpose infrastructure, and inform opportunities to improve acoustic amenity.
	4.8 Scout Halls Report to be undertaken to identify future possibilities. Council, Guides and Scouts Victoria and local groups to work in partnership to determine optimal facility model to maximise participation in fit for purpose infrastructure.

Principle	Actions
5. Innovation and adaptability	5.1 Business case to be developed for an Arts Incubator and co-working space to investigate opportunities to establish a space, (in partnership with State Government), to support collaboration and learning and local and export content development.
	5.2 Report to be undertaken to investigate opportunities for outreach service provision based on the Parent Place model at existing and planned children’s and community facilities with a focus on identifying best placed locations to increase access for vulnerable communities.
	5.3 Partnerships – explore opportunities to partner with development partners (private developers, businesses, philanthropists, community organisations) to help deliver community infrastructure projects
	5.4 Further investigations to be undertaken to explore opportunities to partner with private providers to increase access to existing age-specific community infrastructure.
	5.5 Maker Space - report to be undertaken to explore opportunities to develop a creative entrepreneurs maker space to scale production and access shared equipment.
	5.6 Library outreach services - feasibility study to be undertaken to identify new outreach service delivery models with a focus on identifying best place’s locations to increase vulnerable community access and travel accessibility.
	5.7 Library kiosks – feasibility study to be undertaken to consider potential locations in community hubs.
	5.8 Eureka Centre redevelopment – business case to be developed to consider this facility’s role and purpose as a viable community and education hub to ensure provision of a functional physical space and service model that supports sustainable operations and strengthens local community connections.
6. Multipurpose, flexible, and safe	6.1 Arts and Culture spaces – report developed to identify opportunities to include cultural use and programming in planned and future community infrastructure projects, with relevant findings to be fed into Community Infrastructure Guidelines (to be developed).
	6.2 Youth spaces – further investigations to be undertaken to explore opportunities to improve existing facilities accessibility and appropriateness for youth programming and increased activation.
	6.3 Community halls report to be undertaken to determine improvements required to increase utilisation, ensure fitness for purpose and to explore new opportunities, for example as art spaces or performing arts spaces.
	6.4 Develop governance materials that can be provided to facility managers and support the operation of multipurpose, welcoming, and accessible community facilities.
	6.5 Management models to be investigated to identify the most effective models for City of Ballarat facilities to increase utilisation and user group diversity. Opportunities to develop a resourced network of community hubs to be investigated.
	6.6 Identify Council’s underutilised community infrastructure and investigate options for future use.
	6.7 Explore and trial new operating and governance models in community facilities, including models of integrated service delivery.



APPENDICES

> Appendix 1: City of Ballarat policies, plans and strategies that informed this plan

The following legislation, Council adopted policies, strategies and plans as well as those under development have informed the Community Infrastructure Plan.

***Currently under development*

Integrated strategic framework

Asset Plan 2021-2031**

Council Plan 2021-2025

Community Vision 2021-2031

Health and Wellbeing Plan 2021-2031

Others

Active Ballarat Strategy (2021)

Active Women and Girls Strategy (2018)

Ageing Well Strategy 2022 - 2026

Arts and Culture Infrastructure Report (2021)

Asset Management Policy 2020

Bakery Hill Urban Renewal Plan Parts 1&2 and Parts 3, 4 & 5 2019

Ballarat Aquatic Strategy (2014)

Ballarat Cycling Action Plan (2017)

Ballarat East Local Area Plan 2019

Ballarat Intercultural City Strategic Plan 2018 - 2021

Ballarat Open Space Strategy (2008) – to be updated soon

Ballarat West Development Contributions Plan 2017

Burrumbeet Township Plan 2018

Carbon Neutrality and 100 Per Cent Renewables Action Plan

City of Ballarat Reconciliation Action Plan 2023 - 2025 (DRAFT)**

Community Infrastructure Planning Policy (2020)

Disability Access and Inclusion Plan 2022 - 2026

Intercultural Plan 2022 - 2026

Lake Wendouree Master Plan (2017)

Lawn Bowls Facilities Framework 2015

Libraries of the Future Strategy - Libraries and Learning Strategy 2022-2027

Municipal Early Years Plan 2021-2025

Open Space Strategy (DRAFT)**

The Cardigan Village Plan 2018

The Learmonth Plan 2016

Victoria Park Master Plan Volume 1, Volume 2 2015

Youth Strategy 2022



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