

**Ballarat.** NOW AND INTO  
THE FUTURE

*Enabling Growth*

**2025**



# Ballarat Now and Into the Future – Enabling Growth

## → Enabling Community

### PROJECTS

Eastwood Community Hub – **FUNDED**

• **City of Ballarat** \$9.01 million • **Australian Government** \$8.53 million

Wendouree Library and Learning Centre

## → Enabling Infrastructure

### PROJECTS

Ballarat West Growth Area Infrastructure

Duplication of Dyson Drive

## → Enabling Regional Investment

### PROJECTS

Circular Economy Precinct

Western Victoria Aviation Precinct Ballarat

## → Enabling Workforce and Economic Growth

### PROJECTS

Ballarat Co-Operative Education and Skills City Centre

Sovereign Hill Master Plan: Gold Vault





## Ballarat Now and Into the Future – Enabling Growth

**Ballarat has a clear vision for how it will grow – evolving as a university city, a hub for tourism, a sustainable city with an unparalleled quality of life, one which attracts investment, supports business, facilitates regional economic growth, and welcomes new residents, students and visitors.**

Ballarat is a thriving regional city providing key services and employment opportunities for more than 300,000 people in Western Victoria.

Our city's strong and diverse economy delivers a broad range of services to the region including health, higher education, business services, manufacturing, retail, and visitor economy.

We want to ensure our growth is managed to deliver the best possible outcomes for our community.

To get there, we need the right investment in enabling infrastructure and key projects that will deliver economic activity and lifestyle benefits for a growing population.



*Each of these projects will contribute to a prosperous future and thriving economy for residents and businesses in Ballarat and the wider region.*

We can do more of the heavy lifting when it comes to growth, easing the burden on metropolitan Melbourne and realising the immense untapped potential of regional cities to grow our economy.

Our ambition is to make the most of multiple opportunities for our city and our region that arise from population growth.

The eight projects that comprise Ballarat Now and Into the Future: Enabling Growth will provide benefits across our economy and community, improving transport, energy, circular economy, tourism, and essential community facilities.

They will help preserve and enhance Ballarat's liveability and create new jobs. The projects are backed by a partnership of nine Ballarat organisations, representing the business, tourism, education, health and infrastructure sectors.

We are seeking state and federal government funding for these essential community infrastructure projects.



## Key Numbers

### Ballarat Population, Economy and Jobs

**Ballarat Residential Population (estimated) 2023:** 118,137 (*source: profile.id; ABS 2023*)

**Net Increase in Residents:** Ballarat recorded a net increase of 10,529 residents between 2018 and 2023, or 9.78 per cent (*source: profile.id*)

**Economy:** Ballarat's Gross Regional Product was \$7.7 billion in 2023, up from \$6.7 billion in 2019 (*source: economy.id*)

**Visitor Economy:** More than four million visitors travelled to the midwest Victoria region, including Ballarat, in the year to June 2024, with a visitor spend of \$1.1 billion (*source: TRA 2024*)

**Jobs:** 62,005 Ballarat jobs in 2022/23, up 3.5 per cent on previous year (*source: economy.id*)

**Healthcare and Social Assistance Sector:** Ballarat's biggest employment sector with around 21.9 per cent of the workforce, 13,576 jobs and \$1 billion value added to the economy (*source: economy.id*)

**Education and Training Sector:** \$564.9 million value added to the Ballarat economy and 6,365 jobs across the sector (*source: economy.id*)

**Manufacturing Sector:** \$558.7 million value added to the Ballarat economy and 4,593 jobs (*source: economy.id*)

**Business:** 9,952 businesses registered in Ballarat (*source: economy.id*)

**Regional Impact:** Key service centre for 300,000 people living in Victoria's west



## Future Trends

**Forecast Ballarat Residential Population 2046:** 164,365 (*source: forecast.id*)

**Future Jobs:** Ballarat needs to plan for 17,500 more jobs by 2051 (*source: City of Ballarat Draft Industrial Land Strategy*).

**Rapid Growth In South West Suburbs:** Delacombe, Bonshaw, Smythes Creek, Sebastopol and Redan will grow by 20,000 people from 2021 to 2036, including a significant increase in the number of families with children (*source: City of Ballarat Community Infrastructure Plan 2022-2037*).

**Schools:** Provision for a new primary school and new secondary school is included in the Ballarat West Precinct Structure Plan to cater for forecast growth in the BWGA.

**Early Years:** Demand for Early Years facilities is expected to significantly increase in Ballarat's growth areas over the next two decades. The number of children aged 0-4 in Delacombe, Winter Valley and Bonshaw is forecast to more than double, in Miners Rest - Mitchell Park the number of children aged 0-4 will almost quadruple. Overall, in the same period the number of 0-4 year olds in the City of Ballarat LGA will rise to 9,210, an increase of 1,905 children (*source: forecast.id*).

**Recreation:** On current population and participation trends, and without further investment in facilities, there will be a shortfall of 63 sports fields and courts in Ballarat by 2036.

It's estimated that the number of people taking part in major sports in Ballarat will grow by an additional 14,288 participants to 70,259 by 2036 (*source: City of Ballarat Recreational Infrastructure Plan 2024-2039*).



*“We see larger, well-connected, well-serviced and smart regional cities, regional towns and rural communities, as part of the answer to a thriving, sustainable and resilient future, where population growth is inevitable.”*

*“Regional growth provides a more sustainable future for our capital cities and provides greater access for people to experience the lifestyle that comes with smaller well connected and well serviced communities.”*

*George Fong, Chair, Committee for Ballarat*





## Preparing for Growth

### A strategic approach

Multiple plans and strategies are in place to help ensure Ballarat is ready for future growth.

- **Housing Strategy 2041\***
- **Neighbourhood Character Study\***
- **Growth Areas Framework Plan – Western and North Western Growth Areas\***
- **Recreation Infrastructure Plan 2024–2039**
- **Community Infrastructure Plan 2022–2037**
- **2024–2033 Sustainable Destination Management Plan**

Other strategies are currently in development. The plans are evidenced-based and guided by extensive consultation with the community and key stakeholders.

- **Draft Open Space Strategy**
- **Draft Industrial Land Strategy**

*\* The Ballarat Housing Strategy, Neighbourhood Character Study and Ballarat Growth Areas Framework Plan were adopted by City of Ballarat Council in August 2024. City of Ballarat is seeking authorisation from the Minister for Planning to exhibit a planning scheme amendment to formalise these plans.*

*“Growth is the cornerstone of a thriving regional city – we want to contribute to it, harness it, and ensure it is consistently in the best interest of local businesses.”*

*Jodie Gillett, CEO, Commerce Ballarat*



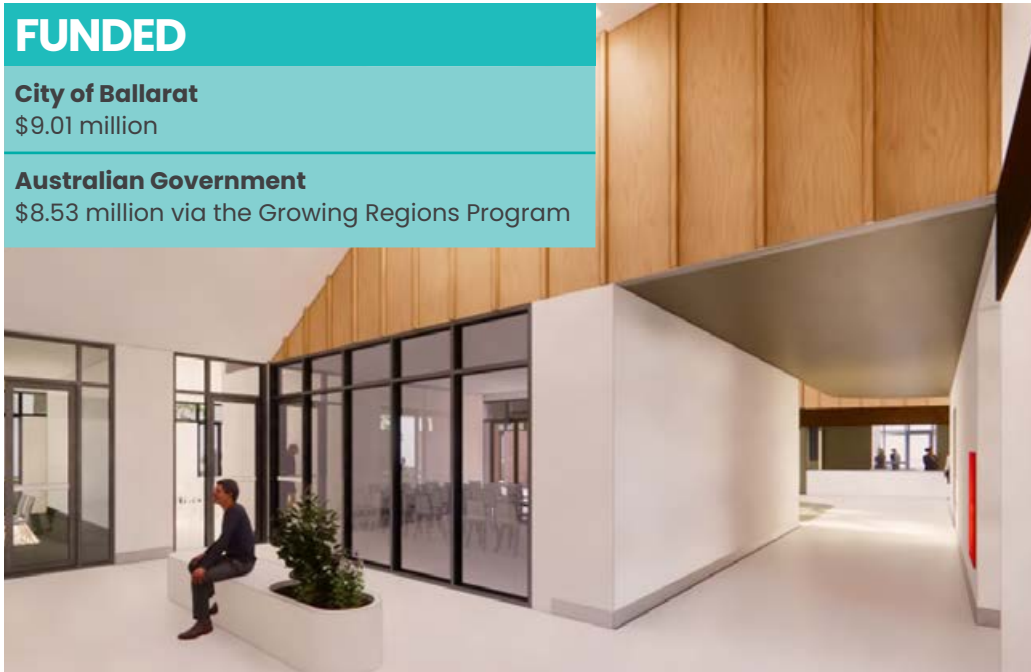
# Eastwood Community Hub

**Project Cost: \$17.8 million**

## FUNDED

**City of Ballarat**  
\$9.01 million

**Australian Government**  
\$8.53 million via the Growing Regions Program



## Overview

The Eastwood Leisure Complex (ELC) redevelopment will deliver a multipurpose community hub in central Ballarat.

It will be a high quality, accessible and fit for purpose facility to foster community participation and to meet the needs of the growing Ballarat community.

The project includes demolition of the current ELC, excluding the attached basketball stadium which will be retained and reclad.

It will support the educational, social, physical and emotional health and wellbeing of the community.

## Benefits

### Community

The new hub will be a modern facility that provides spaces for learning, social support, arts and sports, fostering skill development and leadership.

It will deliver improved facilities for current and future user groups, including a main hall with capacity for up to 275 people.

It will facilitate social and community connections leading to positive health and wellbeing benefits.

ELC currently hosts 60,000 visits each year and 14,000 hours of programmed activity; new facilities will enhance the site's capacity and allow more than 100 current user groups to program more activities and allow new community groups to access the complex.

As a mid-sized, centrally located and affordable event space, the new facility will attract visitors for community, social and tourism events.

**Economic**

It will generate 128 jobs and an economic output of \$41.8 million during the construction phase.

ELC serves as a business incubator for grassroots organisations and business start-ups, helping diversify the local economy and supporting economic growth.

The redevelopment will activate industry potential by creating opportunities for local events, training, and community gatherings, contributing to the broader economic vibrancy of Ballarat.

**Environmental**

The building will be designed and constructed to high Ecologically Sustainable Design (ESD) principles.



*The new hub will provide meeting spaces, activity and multipurpose rooms and main hall, allowing delivery of programmed training, services, physical activities, arts and culture, and increased opportunities for socialising, and lifelong learning.*

# Wendouree Library and Learning Centre

**Project Cost: \$23 million**



## Overview

The new Wendouree Library and Learning Centre (WLLC) will be a creative learning and community space offering a comprehensive library, Parent Place services, a maker space, community study, activity and relaxation spaces, a café area and free Wi-Fi.

The WLLC will be built on a new site at Weeramar Park, Wendouree, allowing easy access for residents of Wendouree, the future Northern Growth Area in Mount Rowan and Miners Rest, and small townships and localities in the north of the municipality. The project site is at the intersection of two major arterial roads, and close to a major retail precinct and kindergartens.

It is a key project in the City of Ballarat Community Infrastructure Plan 2022–2037 and has been warmly welcomed by the Wendouree community during the initial phases of community engagement.

## Benefits

### Community

The WLLC will be a safe, welcoming and accessible place in one of the city's most disadvantaged areas, a meeting place for residents of all ages and abilities to study, read and socialise.

The WLLC will provide library and community services to future residents of Ballarat's new northern growth zone which is expected to be home to 18,900 new residents in the next 10–15 years.

It will replace the existing library, which is in a repurposed shopfront at Stockland Wendouree shopping centre, is much smaller (250 square metres), has a limited collection and no capacity to expand programs to meet demand.

Despite these limitations, the present library is well patronised by residents from Wendouree, Wendouree West, Lake Gardens, Alfredton and Lucas, who will welcome increased access to resources, programs and opportunities.

*The new facility is easily accessible for residents in the Ballarat West Growth Area, which is forecast to accommodate 48,500 people by 2035–2040. It is also nearby for residents of small townships to the north and northwest of Ballarat.*

**Economic**

The project will support 110 local jobs and add \$17.2 million in economic value during the construction phase.

Analysis of the economic benefits from public library services in Victoria shows the overall (economic) community benefits equate to \$4.30 for every dollar invested in a public library (source: State Library Victoria, Public Libraries Victoria Network report, 2018), meaning the new WLLC will bring a projected community benefit of \$98.9 million.

**Environmental**

The building will be designed and constructed in alignment with high Ecologically Sustainable Design (ESD) principles.



→ Enabling Infrastructure

# Ballarat West Growth Area Housing and Growth-Enabling Infrastructure

**Project Cost: \$13.27 million**



## Overview

A package of seven projects, five to be delivered by City of Ballarat and two by Central Highlands Water, that will help fast-track 8,800 new homes and essential community facilities and infrastructure in the Ballarat West Growth Area (BWGA).

The package includes projects that will deliver or enable delivery of key road, water and sewer infrastructure, removing existing barriers to building more homes in the BWGA. This will help realise local, state and federal housing targets and help meet demand for homes, including social and affordable housing. The Victorian Government's draft housing target for Ballarat is for 46,900 homes to be added to existing housing stock by 2051, bringing the number of dwellings in the municipality to 99,000.

## Benefits

### Economic

The projects will help facilitate construction of 8,800 homes in Ballarat's key housing growth zone, the Ballarat West Growth Area, placing downward pressure on the cost of new housing developments.

They will support local jobs and businesses and add value to the Ballarat economy. Construction is Ballarat's second most productive industry when measured by economic value added, generating \$623.5 million in 2022/23. It is Ballarat's fourth largest employer with 6,150 full time equivalent jobs (*source: economy.id; National Institute of Economic and Industry Research [NIEIR] 2023*).

A trunk water pipeline on Greenhalghs Road can be more economically delivered if constructed preceding or in coordination with civil upgrade of Greenhalghs Road.

*“Sewerage infrastructure funding is a significant challenge for developers in the Bonshaw sewer and drainage catchment. The land is highly fragmented into over 50 separate titles. Government funding of an estimated \$4.6 million can unlock this growth area”*

*Jeff Haydon, Managing Director, Central Highlands Water*

### **Community**

By ensuring necessary trunk infrastructure is in place, the projects will bring forward more well-located homes to market, and directly contribute to making new housing in these locations more affordable, attractive and liveable for prospective home buyers.

Bonshaw sewer pump station will support development of up to 3,500 new homes on 200 hectares in Bonshaw which cannot be built without this infrastructure.

Water and road upgrades at Greenhalghs Road will service an immediate area that includes provision for schools, a local activity centre, public open space and community facilities.

Roads projects will facilitate urban standard roads to be built, either through direct construction or land acquisitions that will enable the upgrades, that will reduce congestion and increase safety for all roads users.

A future Library in the Delacombe Town Centre precinct will provide library and other essential community services and meeting rooms for one of the fastest growing areas in Ballarat.

Drainage basins will reduce flooding risks for future homeowners.

### **Environmental**

Reserves associated with drainage basins will support biodiversity in the area by providing habitat for native flora and fauna.

### **The projects**

- Upgrade to Greenhalghs Road, Winter Valley (to be delivered by City of Ballarat) **\$1.84 million**
- Construction of a retarding basin in an existing residential area near Delacombe Town Centre (City of Ballarat) **\$1.05 million**
- Sewer pump station to be co-located with a drainage basin at Schreenans Road Bonshaw (Central Highlands Water) **\$4.6 million**
- New trunk water pipeline to coincide with upgrades to Greenhalghs Road, Winter Valley (Central Highlands Water) **\$1.2 million**
- Land acquisition for drainage basins at Schreenans Road, Bonshaw and Bells Road, Smythes Creek (City of Ballarat) **\$2.04 million**
- Land acquisition for duplication of Cherry Flat Road and widening of Schreenans Road, Bonshaw (City of Ballarat) **\$1.84 million**
- Land acquisition for a library and community centre at Delacombe Town Centre (City of Ballarat) **\$700,000.**



## Duplication of Dyson Drive

**Project Cost: \$88.3 million**



### Overview

Duplication of Dyson Drive, Alfredton between Remembrance Drive and Ballarat Carngham Road to create a dual carriageway road and two service lanes.

This project is the next stage of the Ballarat Link Road, a 12 kilometre arterial link in Ballarat's west.

The duplication will connect to the existing section of Ballarat Link Road, between Learmonth Road and Remembrance Drive, which was completed in 2018.

It will drive economic and residential growth and support jobs in the Ballarat West Growth Area and is the logical next project following the planned duplication of Ballarat-Carngham Road between Dyson Drive and Wiltshire Lane.

### Benefits

#### Community

Duplication of Dyson Drive will improve connections and reduce travel times for residents and businesses to and from the fast-growing suburbs of Lucas and Alfredton, making travel to work, school, and appointments faster, safer, and easier.

Average daily traffic on Dyson Drive increased from 6,529 in 2016 to 10,490 in 2021. The planned duplication will transform this rural road - which is well past its capacity - into an urban road capable of supporting the demand created by a growing population.

### **Economic**

Construction will generate 560 local jobs (196 direct and 364 indirect) and will add \$69.64 million in value to the Ballarat economy. (source: *economy.id*, November 2024)

Provide the next stage of Ballarat Link Road, which at full construction will connect Ballarat's key residential growth suburbs in the Ballarat West Growth Area, the Ballarat West Employment Zone, the Western Freeway and other major highways which converge at Ballarat.

### **Environmental**

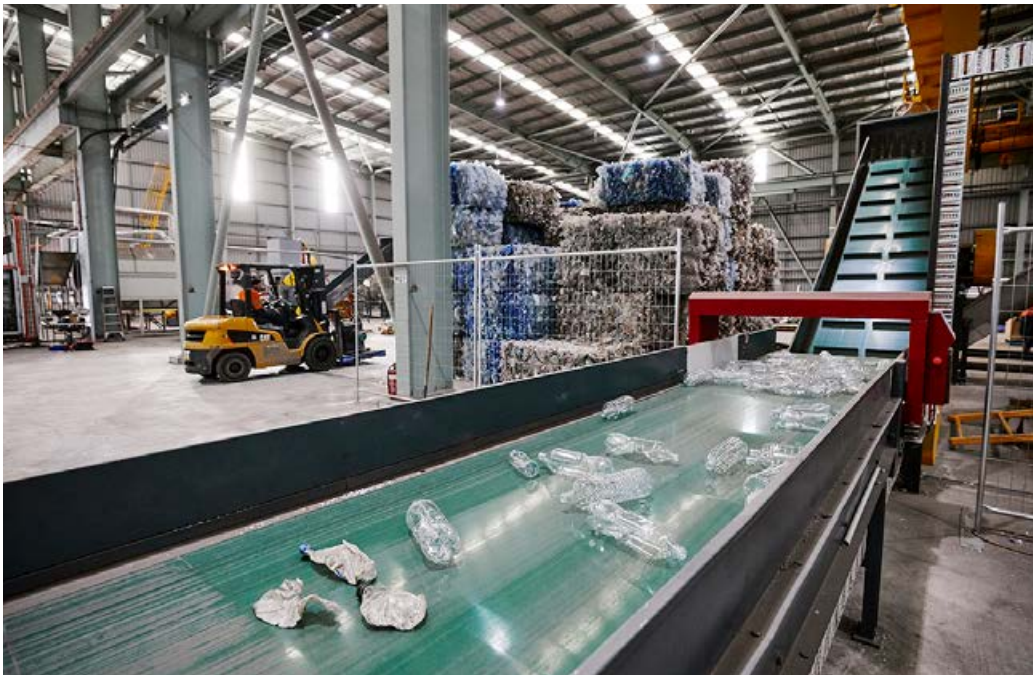
Duplication of Dyson Drive will relieve congestion, improve traffic flow and the movement of traffic and freight on Ballarat's existing road network, resulting in lower vehicle emissions, fewer greenhouse gases and an associated improvement in air quality.



*Duplication will improve road conditions and enhance traffic safety by replacing the existing two-lane Dyson Drive; providing transport capacity for future residential growth in Lucas, Alfredton and neighbouring suburbs.*

## Circular Economy Precinct Materials Recovery Facility (MRF)

**Project Cost: \$37.1 million**



### Overview

Establishment of a Circular Economy Precinct (CEP), anchored by a MRF, at the Ballarat West Employment Zone. The CEP will be a regional centre for businesses seeking to foster a sustainable approach to waste management, innovation and job creation.

The Ballarat Regional MRF will:

- Have capacity to sort up to 30,000 tonnes of recyclables annually
- Including kerbside recyclables from City of Ballarat and councils in the Grampians Central West Region, which takes in the area from Bacchus Marsh to the South Australian border
- Provide local opportunities for commercial and industrial commingled waste sorting and recycling.

### Benefits

#### Economic

A CEP and MRF will:

- Ensure the value of recyclables is retained and enhanced locally
- Reduce transport costs and deliver cost efficiencies for residents and businesses
- Construction investment of \$37.1 million (excluding land purchase) expected to generate 266 full-time equivalent jobs (95 direct and 171 indirect) and \$27.8 million in additional local economy activity (\$9.6 million direct and \$18.2 million indirect)
- Once fully operational, the MRF is expected to generate a further 62 FTEs per annum (24 direct and 38 indirect).

### Community

A CEP and MRF will:

- Provide social enterprise and partnership opportunities with community organisations
- Respond to community demand for an increased focus on sustainability and to increase recycling in the region.

### Environmental

A CEP and MRF will support the establishment locally of waste management businesses and infrastructure, reducing the need for the transportation of regional waste to metropolitan areas for processing.

For Ballarat this will mean:

- Almost \$750,000 savings in transport cost
- Associated emissions savings of approximately 65t CO<sub>2</sub>-equivalent
- Reduction in number of trips needed by waste trucks, equating to approximately 65,000 kms annually.

### Regional

A CEP and MRF will:

- Address a well-recognised infrastructure gap in the region, providing cost saving opportunities for surrounding councils and making the region more self-sufficient in its waste management.



*The Circular Economy Precinct will be a regional centre for businesses seeking to foster a sustainable approach to waste management, innovation and job creation.*

## Western Victoria Aviation Precinct Ballarat

### Project Cost: \$15 million

**Runway upgrade:** \$12 million

**Upgraded terminal building and patient transfer facility:** \$3 million



### Overview

#### Runway

The runway upgrade will rebuild the original 1,250 metre section of the airport's main runway, following a stage one upgrade which added 550 metres, taking it to a total length of 1,800 metres.

The original 1,250 metre section is at the end of its useful life and needs upgrading. It is not certified to accommodate aircraft heavier than 5,700kg and needs ongoing repairs to safely remain open.

#### Upgraded terminal building and patient transfer facility

The repurposing of the unused Ballarat Airport terminal building and creation of an aircraft apron (the area where aircraft are parked, loaded, and unloaded) will accommodate aeromedical flight services which use the airport to transfer patients to and from Ballarat. Patient transfers currently take place in the open air and in all weather.

The refurbished terminal building will also host aerial firefighting teams based at Ballarat Airport during summer.

### Benefits

#### Economic

The runway upgrade will see the runway rebuilt to the same standard as the newly extended section. This will extend the runway's operational life and enable the investment in the stage one runway upgrade to be fully realised.

The runway upgrade will enhance commercial aviation opportunities by:

- Creating an air freight capability for high value and express parcels, completing the vision for the Ballarat West Employment Zone (BWEZ) to be an air, road and rail multi-modal precinct
- Enabling the operation of larger aircraft for industry, which will allow businesses to locate facilities and workers in Ballarat while providing access to other markets, customers and suppliers for industry in Western Victoria
- Allowing the operation of Large Aerial Tankers (LAT) during the summer fire season, greatly increasing the bushfire detection and suppression capabilities for Western Victoria

- Supporting Ballarat based aviation businesses to perform maintenance on larger, more sophisticated aircraft, resulting in additional apprentices being trained at the airport, and
- Setting the stage for the future introduction of airline services into the Western Victorian region which will provide a huge boost to economic growth, productivity and tourism along with improved lifestyle and social benefits for our community.

### **Community**

The refurbishment of the airport terminal building will add to the comfort, safety and dignity of patients being transferred via Ballarat Airport. Without this project, some patients may have to be transferred by road or wait longer for a smaller aircraft to become available.

### **Regional**

An upgraded runway will enable most aircraft types operated within Australia to fly in and out of Ballarat Airport. This may mean the introduction of an airline service, or the capability to have large groups such as sporting teams visit Ballarat by air, or having the LAT fleet based in Ballarat, far closer to the fire risk than the current base.



*The upgraded runway and development of an aeromedical transfer and emergency services facility will allow the full suite of medical transport services to continue to be provided to residents of Ballarat and Western Victoria.*

→ Enabling Workforce and Economic Growth

# Ballarat Co-Operative Education and Skills City Centre

Revitalising the CBD Through Fully Centralised Post-Secondary Education Access Focused on Supporting Local Business

**Project Cost: \$48 million**

**Camp Street Component:** \$38 million

**School of Mines Ballarat (SMB) Component:** \$10 million



## Overview

This project will leverage Federation University Australia's assets in the Ballarat CBD to become a key driver of economic, cultural, and educational growth for the Central Highlands region.

Revitalising the Camp Street Precinct and SMB campus will establish a vibrant hub for culture, education, and innovation, and strengthen Ballarat's regional leadership role in Western Victoria.

**Revitalise Heritage Assets:** Modernise Camp Street Campus heritage-listed buildings into multi-purpose facilities for education, culture, and community use and expand SMB Campus teaching infrastructure.

### Maximise Higher Education

**Infrastructure:** Repurpose Mt Helen Campus to expand the Technology Park and offer more applied research, creating jobs and advancing manufacturing in the Central Highlands.

### Centralise Teaching with Federation

**TAFE:** Consolidate education activities in Ballarat's CBD, fostering stronger education-industry ties.

**Enhance CBD Connectivity:** Improve pedestrian flow and access from Ballarat Train Station to Lydiard Street, enhancing the area for students and visitors.

## Benefits

### Economic

#### Driving Ballarat's Long-Tail Economic Growth:

- Inject \$315.6 million into the economy during construction and create 1,762 jobs
- Boost CBD activity by increasing student foot traffic and industry engagement
- Make a Co-Operative Education University more accessible to solve industry workforce needs and applied industrial research problems

- Open up Mount Helen Campus buildings currently used for teaching to more technology park investors
- Unlock the value of Federation University's land in the 'golden half mile,' a key CBD area
- Complement government investments in heritage assets like the Ballarat Train Station Redevelopment and cultural landmarks.

### Regional

#### **Empowering Education and Industry to Lead Western Victoria's Development:**

- Establish a CBD located business school offering focused on delivering career boosting re-skilling opportunities and expanding leadership pools for regional businesses and other key regional institutions
- Expand education for school leavers and reskilling adults through cutting-edge facilities and industry-linked learning
- Strengthen ties between education and local industries in technology, manufacturing, and renewable energy.

### Community

#### **Making Ballarat More Liveable and Visitor-Friendly:**

- Build on the cultural momentum of the Ballarat CBD, aligning Federation University with Ballarat's vision as a hub for learning, industry, innovation, and tourism
- Create accessible public infrastructure, such as gardens, walkways, retail, hotel accommodation and housing opportunities
- Improve pedestrian connectivity, boosting activity in key areas like Sturt and Lydiard Streets.



*“Federation University’s Co-Operative Education and Skills City Centre is ready to go and will transform Ballarat’s heart, making classes easier to reach, delivering education that lines up our region’s priorities, and directly connecting students to businesses and providers whose success is vital to powering regional growth.”*

*Professor Duncan Bentley, Vice Chancellor and President, Federation University*



## Sovereign Hill Master Plan: Gold Vault

**Project Cost: \$17.9 million**



### Overview

The Gold Vault is the hero new visitor experience proposed for Sovereign Hill, set to attract up to 100,000 new visitors a year and diversify visitor interest.

It will combine the crown jewels of Victoria's gold collection with a new immersive experience celebrating the wonder of gold. Housed in a simple, flexible and multi-media capable building, the Gold Vault experience will offer both immersive digital and collection experiences and high value collection displays in a secure vault-like environment.

The Gold Vault will be included as a new experience for all museum entries and is based on compelling market research which indicates 85 per cent found the Gold Vault to be appealing or very appealing and 78 per cent were very likely or likely to visit.

### Benefits

#### Economic

The Gold Vault will create between 124 and 168 FTE direct and indirect jobs during construction and between 21 and

37 ongoing direct and indirect when operating. When the Master Plan is complete it will provide an additional 155 ongoing jobs by 2040.

The Gold Vault delivers increased business investment in regional communities, increased economic impact and job creation, diversified revenue sources and increased and more diversified tourism visitation in Western Victoria.

#### Community

The Gold Vault will deliver significant social and cultural benefits, by growing meaningful and diverse volunteerism, boosting Ballarat's knowledge economy, and increasing education capacity.

#### Environmental

The project is part of Sovereign Hill's move to net zero energy, waste, and water. New construction will incorporate energy-efficient lighting and design and solar panels.

#### Regional

The project will drive flow on visitation to the region, with frequent overnight travel, particularly interstate and international visitors.

*“The Gold Vault project recognises that today, the world’s leading cultural institutions are more than just museums or buildings dedicated to one particular craft.*

*They move beyond traditional notions of engagement, to become multi-purpose precincts stitched into the wider city of which they are a part. Visitors’ expectations are higher – they want uniquely inspiring experiences.*

*For Sovereign Hill this means creating a new powerful immersive experience for a growing market, to ensure that it and the Ballarat offering is worthy of a world class creative region.”*

*Sara Quon, CEO, Sovereign Hill*

### Ballarat Now and Into the Future – Enabling Growth is a partnership between these nine Ballarat organisations.



An ACU education is grounded in the Catholic understanding of faith and reason working together in the pursuit of knowledge, promotion of human dignity, and advancement of the common good.

We aim to transform lives and communities. Students are challenged to look beyond the classroom, solve real-world problems, develop their own search for meaning and cultivate strong professional ethics.

We foster academic collaboration and engage with local and international partners to enable the exchange of knowledge and skills and develop dynamic educational and research initiatives. We build healthy social partnerships, assisting communities in actively shaping initiatives that directly impact them.



CENTRAL  
HIGHLANDS  
WATER

Central Highlands Water provides water supply and sewerage services through 80,070 water supply connections and 70,195 sewerage service connections to 187,215 residents throughout the Central Highlands region.

We care for our community and environment ensuring essential water services are safe, reliable and affordable now and in the future.

We aim to foster sustainable living, thriving communities and a healthy environment.



City of Ballarat delivers more than 80 services for the Ballarat community. It employs more than 1,100 staff and in 2024/25 is delivering more than 120 projects on behalf of a community of 118,137 people (*source: Profile.id, ABS 2023*). City of Ballarat is responsible for more than \$2.5 billion of public assets under management, including local roads, footpaths, drainage; parks and reserves, sports grounds and facilities.

It is the custodian of significant cultural assets in the Art Gallery of Ballarat, Her Majesty's Theatre and Civic Hall and natural assets including Lake Wendouree and the Ballarat Botanical Gardens.





Commerce Ballarat is the largest independent business group in our city, representing businesses of all sizes and sectors. We have approximately 650 members but service all businesses by running a range of initiatives including the Ballarat Business Awards, Buy Local Campaigns, Business Day Out, Central Highlands Growers and Producers Hub, and much more. Our work reaches beyond the bounds of a traditional chamber of commerce, as we also facilitate the Victorian Regional Chamber Alliance. Both our central mission and our wider vision are based around providing business-relevant leadership to the Greater Ballarat area and maintaining a position as the most relevant resource for all local businesses.



Committee for Ballarat is a member organisation whose purpose is to inspire thought leadership and drive collaboration to shape a prosperous region, recognised for its liveability, sustainability and inclusiveness.

Committee's membership represents every sector of the regional economy, including advanced manufacturing, health, education, construction, local government, professional services, community services, tourism and hospitality.

As thought leaders and advocates, we work collaboratively with all tiers of government to ensure that our region grows and prospers.



Federation University Australia is a cornerstone of Ballarat's economy employing over 1,000 staff and teaching nearly 5,000 TAFE and 4,000 university students in the Central Highlands region.

Federation is helping to drive Central Highlands' growth in new technology and clean economy through:

- hosting more new technology businesses at its Mt Helen Technology Park;
- operating one Australia's largest industry-funded higher education research programs; and
- becoming Australia's first Co-Operative Education Program, which will place more students in local business to join over 1,000 Federation health and education students already on placements each year in Ballarat's hospitals, schools, and early childhood centres.





Grampians Health is the main public referral health service for Victoria's Grampians region, operating five main campuses at Ballarat, Dimboola, Edenhope, Horsham and Stawell. Grampians Health employs more than 7,000 people. In the last year, patients cared for across all sites included 75,000 emergency department attendances, 204,000 aged care bed days, 220,000 outpatient and GP appointments, 50,000 imaging appointments and 58,000 inpatient bed days.



Sovereign Hill is a not-for-profit community-based museum that welcomes over 500,000 visitors a year to engage with the cultural heritage of Ballarat and Victoria through our goldfield's storytelling.

Our creative practice is centered in deep historical research. We form stories into performing arts interpretation, assisted by our nationally significant collection and the built environment of Ballarat during the goldrush era we have recreated. This storytelling is bold in the narratives it tells and balances many perspectives on history.

Sovereign Hill employs 280 staff and is supported by 240 volunteers. Sovereign Hill contributes \$260 million of economic impact to Victoria every year, with \$183 million of this benefit flowing to Ballarat.



Tourism Midwest Victoria is a peak tourism industry body designed to strengthen and grow Midwest Victoria's visitor economy. A partnership between local and state government, and the tourism industry,

Tourism Midwest Victoria's focus is to support visitation to the City of Ballarat, and the shires of Pyrenees, Moorabool, Golden Plains (south of Ballarat to Rokewood) and Hepburn (Creswick and Clunes).

Tourism Midwest Victoria is the conduit between the five local government areas, state government and tourism industry. It will support its industry partners through business initiatives, creation of visitor economy experiences and tourism products, and marketing and industry development.

In the year ending June 2024 Victoria's Midwest welcomed 4.02 million visitors who stayed 2.79 million nights and contributed \$1.1 billion to the local economy.



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