

Ballarat Regional Capital Plan

A roadmap for transformative growth to strengthen Victoria's state of cities

Ballarat:

Capital of western Victoria

Contents

Introduction	3
Key Challenges/Opportunities	4
Project overview	5
Ballarat Regional Capital Fund	6
Project Map	7
Economic Transformation	8
Ballarat West Employment Zone	10
Ballarat Tech Park	12
CBD Revitalisation	14
Railway Precinct	16
Civic Hall	17
Multi-level carpark	17
Government services relocation	18
Health & Education	18
Innovation hub	18
Health and education precinct	19
Productive Resources	20
World Class Events & Culture	22

A shared vision for Ballarat

In 2009, the Ballarat community decided on a vision for Ballarat into the future.

The key planks of this vision were for:

- Ballarat to become a premier regional centre in Australia, providing a capital city experience and contributing to the nation's economic wealth and cultural breadth, and
- A thriving retail, commercial, educational and cultural focus of western Victoria.

This vision for Ballarat informs Ballarat Council's plans for the city and forms the basis of Ballarat's Regional Capital Plan.

In terms of this strategy, in 30 years Ballarat will be . .

- A premier regional centre in Australia, providing a 'capital city' experience and contributing to the economic wealth and cultural breadth of both Victoria and the nation.
- A regional employment hub, reflecting industry and employment diversity across the key sectors of health care and social assistance, education, manufacturing, construction and retail.
- The thriving retail, commercial, community, educational and cultural focus of Western Victoria.
- A place that reflects the unique character, aspirations, abilities and history of the community.
- Cohesive and accessible by people of all abilities, ages and means of transport, and easy to move around on foot.
- A vibrant, exciting and friendly place that attracts visitors, residents, shoppers, students, artists and business investment.
- A leader in ecological practice that is balanced and productive.
- A place with a proud heritage, reflected in its buildings, streetscapes and living history - all of which showcases its innovation and creativity.



Capital of western Victoria



Ballarat is one of Australia's fastest growing regional cities

Key drivers

- **Population growth:** Ballarat is one of Australia's fastest growing inland cities with a projected population of 128,190 people by 2026.
- **Location:** Ballarat lies at the gateway to western Victoria and provides many of the services, connections and economic drivers to support a region of approximately 400,000 people.

Ballarat's Regional Capital Plan looks towards the next 30 years and sets out the key challenges and opportunities the Ballarat region will face in the areas of economic growth and competitiveness, and community and environmental balance.

It provides a strategic investment framework for accelerating the growth of Ballarat and the western region of Victoria.

Ballarat's Regional Capital Plan is a shared vision, jointly developed by Ballarat Council and a broad range of key regional stakeholders. It represents the expert opinions, community held aspirations and strategic insights gathered over the past five years through extensive consultation, targeted research, statistical review, and intensive economic and community analysis.

It takes a collaborative and far-sighted approach to planning and is the key long-term growth plan for the future of the region, highlighting the strategic opportunities that address population growth, drive productivity and engage the community. It also sets out the priority projects required to deliver on its economic, community and environmental goals.

More than that, the Ballarat Regional Capital Plan is designed to support and help alleviate population growth pressures in and around Melbourne. It will position Ballarat as a key partner for growth in Victoria.

And it is based around a key economic, geographic and demographic fact – that Ballarat has emerged as the capital of western Victoria, a region of approximately 400,000 people, due to its economic size, location and strong population growth.

Ballarat is:

- **Strong:**
Victoria's third largest economy outside metropolitan Melbourne with a Gross Regional Product of \$4.2 billion in 2012
- **Growing:**
One of Australia's fastest growing inland cities with a projected population of 128,190 people by 2026 and population growth of 1.4% p.a.
- **Well located:**
Straddling the midland arc of the Central Highlands and positioned at the gateway to Western Victoria, a region of around 400,000 people
- **Connected:**
Offers High Performance Freight Vehicle (HPFV) access and 60 minute travel times via direct freeway to Melbourne and its international airport and ports
- **Skilled:**
One of regional Australia's most skilled and loyal work forces and home to the University of Ballarat
- **Affordable:**
Better residential housing and more affordable business environment than the western suburbs of Melbourne
- **Liveable:**
Boasting comprehensive health services, educational and sports facilities, cultural and community assets on a par with Melbourne
- **Creative:**
A destination for new creative industries, and boasting a thriving arts and innovation culture
- **Unique:**
The birthplace of Australian democracy and steeped in a rich gold rush heritage



Source: Victoria In Future Data Analysis, Victorian Government

Key Challenges and Opportunities

As a key regional population centre, Ballarat has the capacity and potential to alleviate population pressures in some of the fastest growing municipalities of Melbourne in the north and west (notably the fast growing municipalities of Wyndham and Whittlesea) and to act as an accelerator for regional and state-wide growth.

Developing Ballarat as a true capital in this 'state of cities' builds upon the inherent strengths of Ballarat and the region, and leverages its role as a regional employment hub, while tackling the challenges of achieving productive and balanced growth.

However, to function and thrive as a sustainable regional capital city and a viable destination for increased population growth, Ballarat must address the following priorities:

1. Ballarat Regional Capital Fund:

Dedicated project funding to deliver the key transformative projects to support the future growth of the region.

2. Economic transformation:

Improved productivity and competitiveness that can generate the future jobs a growing population requires.

3. CBD revitalisation:

A vibrant CBD that supports retail, cultural enterprise, professional services, and residential development.

4. Regional health & education:

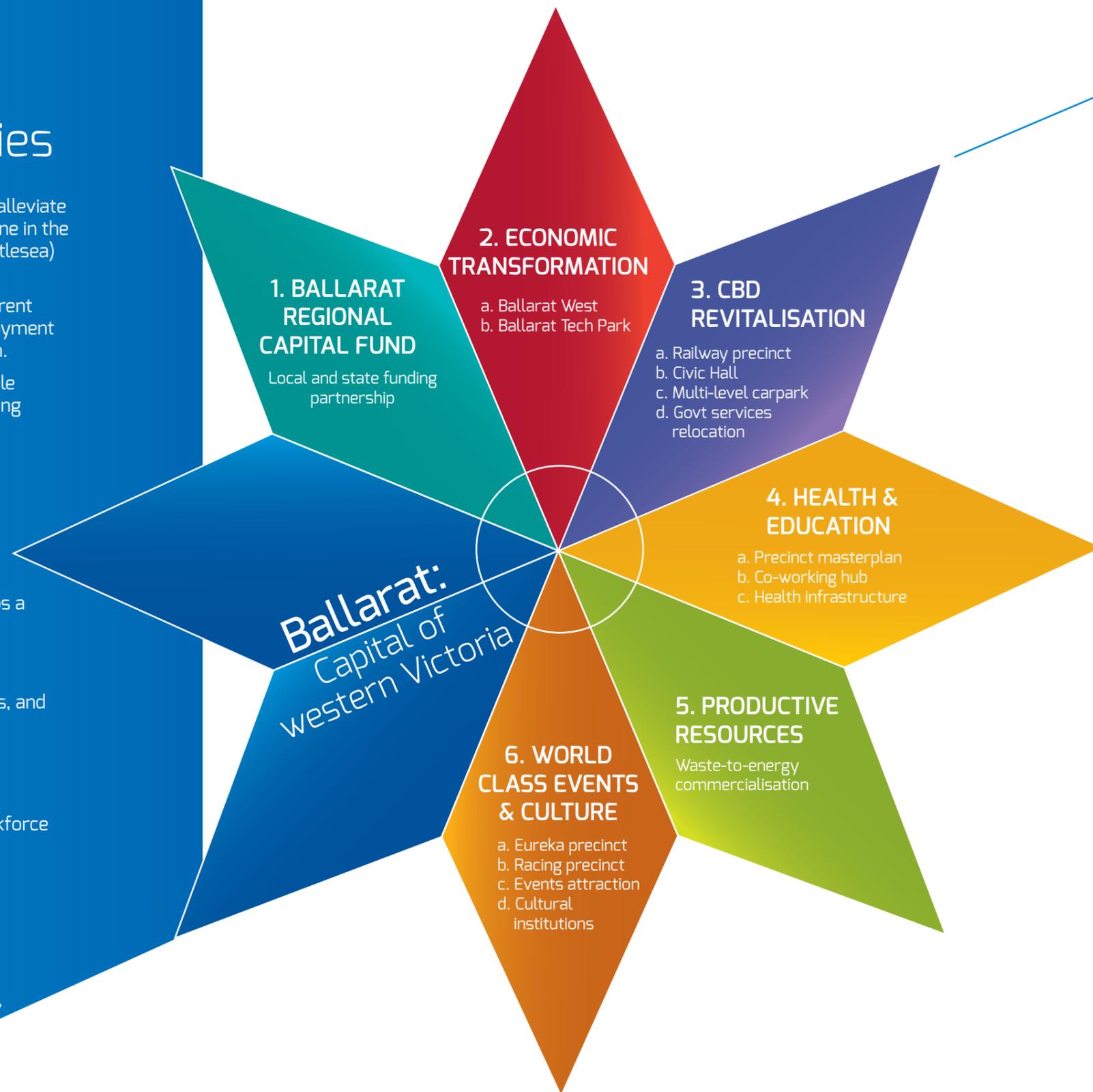
Improved regional health and education capabilities to meet the growing demands of an ageing population and other sectoral needs in terms of workforce development, re-skilling, structural adjustment and growth.

5. Productive resources:

A balanced approach to key resource usage, focusing on energy and waste.

6. World-class events & culture:

The facilities to attract and house world-class cultural and sporting events, as befits a capital city.



Project funding partnerships and benefits

Council Plan alignment 
 Regional Growth Plan alignment 
 Plan Melbourne alignment 

Project	Investment				Value	Benefits	Policy alignment
	State \$	Council \$	Federal \$	Private \$			
Ballarat Regional Capital Fund	\$0.4m				\$0.4m	Create flexible investment framework to support the transformation of Ballarat economy	  
Ballarat West Employment Zone infrastructure delivery	\$28.5m	\$1.5m		\$200 m	\$230m	Up to 9,000 jobs, additional \$5 billion economic activity p.a.	  
Ballarat West Link Rd	\$38m				\$38m	High Performance Freight access/critical transport capacity to meet future growth	  
VCAMM Innovation Centre Stage 1 Establishment of new industry	\$1.5m				\$1.5m	Provides establishment of new industry cluster	  
VCAMM Innovation Centre Stage 2	\$10m			Potential	\$10m	Construction of facility for innovation centre and new industry cluster	  
Freight Hub	\$9m		\$9m	\$150m over 10 years	\$168m	HPFV freight access delivering competitive advantage for Ballarat export industry Guaranteed private sector investment of \$20m in year 1	  
Emergency Services Hub	\$16m			Potential \$20m over 10 years	\$ 36m	Delivers extended main runway and emergency services hub, allowing delivery of emergency services state-wide and medium term air freight and logistics opportunities	  
Technology Park - Mt Helen	\$ 2.5m			\$ 40m	\$42.5m	\$400m additional economic activity p.a, up to \$42.5m in construction activity	  
Technology Park - CBD	\$ 0.5m			\$ 1.6m	\$2.1m	200 additional ICT jobs equating to \$ 122m in additional economic activity	  
Ballarat Railway Station Precinct	\$TBA				\$TBA	Delivers key infrastructure and new development opportunities in the Ballarat CBD	  
Ballarat Railway Station Precinct - Exhibition component	\$18m				\$18m	Delivers 3,000m2 exhibition space providing major events and exhibition capacity	  
Civic Hall development	\$10m	\$8m			\$18m	Establish a new "Heart" of the Ballarat CBD	  
Multi Level Car Park	\$16m	\$2m			\$18 m	500 additional car parks to CBD, alleviating cost impediment to private sector projects	  
Government Services relocation to Ballarat CBD	TBA			Up to \$10m	Up to \$10m	500 additional jobs equating to annual economic impact of \$195m Likely State investment to be limited to rental of private premises	  
Health precinct masterplan	\$0.3m				\$0.3m	Establish a clear precinct masterplan to support future development of health sector	  
Ballarat Co-working Hub	\$0.5m				\$0.5m	Supports establishment of creative industries in Ballarat	  
Health infrastructure	\$138m				\$138m	Significant investment in vital infrastructure to deliver key health services	  
Waste to Energy commercialisation	\$0.5m				\$0.5m	Establish commercialisation plan for regional waste streams	  
Waste to Energy facility	\$2m	\$3m recurrent		\$16.7m	\$21.7m	Diverts up to 40% of Council waste into productive resource, Low cost access to cheap energy (heat and gas), Delivers regional waste solution to CH group of Councils	  
Eureka Precinct	\$37m				\$37m	\$15m 6,000 seat stadium, \$9m indoor stadium, \$8m sports house, \$5m showgrounds	 
Museum of Australian Democracy	\$0.4m	\$0.75m recurrent	\$0.4m recurrent		\$1.55m p.a.	Supports the operational expansion of a national cultural and educational institution Supports growth of the Ballarat tourism and educational sector	  
Racing Precinct	\$0.5m			\$1m	\$1.5m	25 additional jobs and 60 additional stables. \$17m in annual economic activity	 
Events Attraction Fund	\$0.5m	\$1.5m			\$2.0m	Generates \$147,000 in economic activity per 1,000 visitors. Attraction of 5 additional events generating up to 25,000 visitors equating to \$3.67m in additional economic activity	 
Her Majesty's Theatre	\$28m	\$1.2m p.a. recurrent			\$29.2m	Delivers full infrastructure masterplan for Australia's oldest continually operating Theatre	 
TOTALS	\$358.1 m	\$17.95m	\$9.4m	\$439.3m	\$824.75m		

Local and state funding partnerships

Ballarat Council is seeking to establish a special Ballarat Regional Capital Fund (BRCF) to make Ballarat and the region a more attractive destination for business investment.

A key barrier to securing investment in regional areas is the level of risk and return – **where risk is higher because potential returns are generally lower.**

The new Ballarat Regional Capital Fund will seek to close this gap by de-risking projects and improving their likely commercial rate-of-return through a range of measures, including government co-investment, removal of potential investment obstacles, and use of service delivery arrangements between Council and the private sector to offer business certainty and increase financial benefits.

It will provide a framework for proving, developing and delivering transformative projects that will convert investor confidence into a pipeline of commercially viable, co-funded projects.

The proposed Ballarat Regional Capital Fund is an innovative way to facilitate investment in projects that are absolutely critical to supporting the growth of the economy and improving the quality of life for the City, region and State.

The proposed Ballarat Regional Capital Fund will even up the investment score for regional Victoria.

The Ballarat Regional Capital Fund requires two stages of funding from State Government:

Stage 1:

\$400,000 to undertake a business case study analysis whereby Council can establish an investment framework for Ballarat Capital Fund which captures the new approach to private-public investment outlined above, reflects the key priorities of potential investors and which seeks to access key areas of potential funding. Funding sources may include superannuation funds, high net worth individuals and families and foreign investors.

Stage 2:

An allocation of dedicated funds to streamline the delivery of priority regional projects, as identified in the Ballarat Capital Fund. The Ballarat Capital Fund will seek to match dedicated pre-identified public funding to investment opportunities through partnership processes. The purpose of the Ballarat Capital Fund is to make investing in Ballarat comparable to metropolitan Melbourne.

<i>Project name:</i>	Ballarat Regional Capital Fund business case
<i>Project description:</i>	Establish investment framework for Ballarat regional capital fund
<i>Project status:</i>	Project scope complete
<i>Phasing:</i>	Ready to commence
<i>Required investment:</i>	\$0.4m

Making investing in the Ballarat region comparable to metropolitan Melbourne

1. BALLARAT REGIONAL CAPITAL FUND

Local and state funding partnership

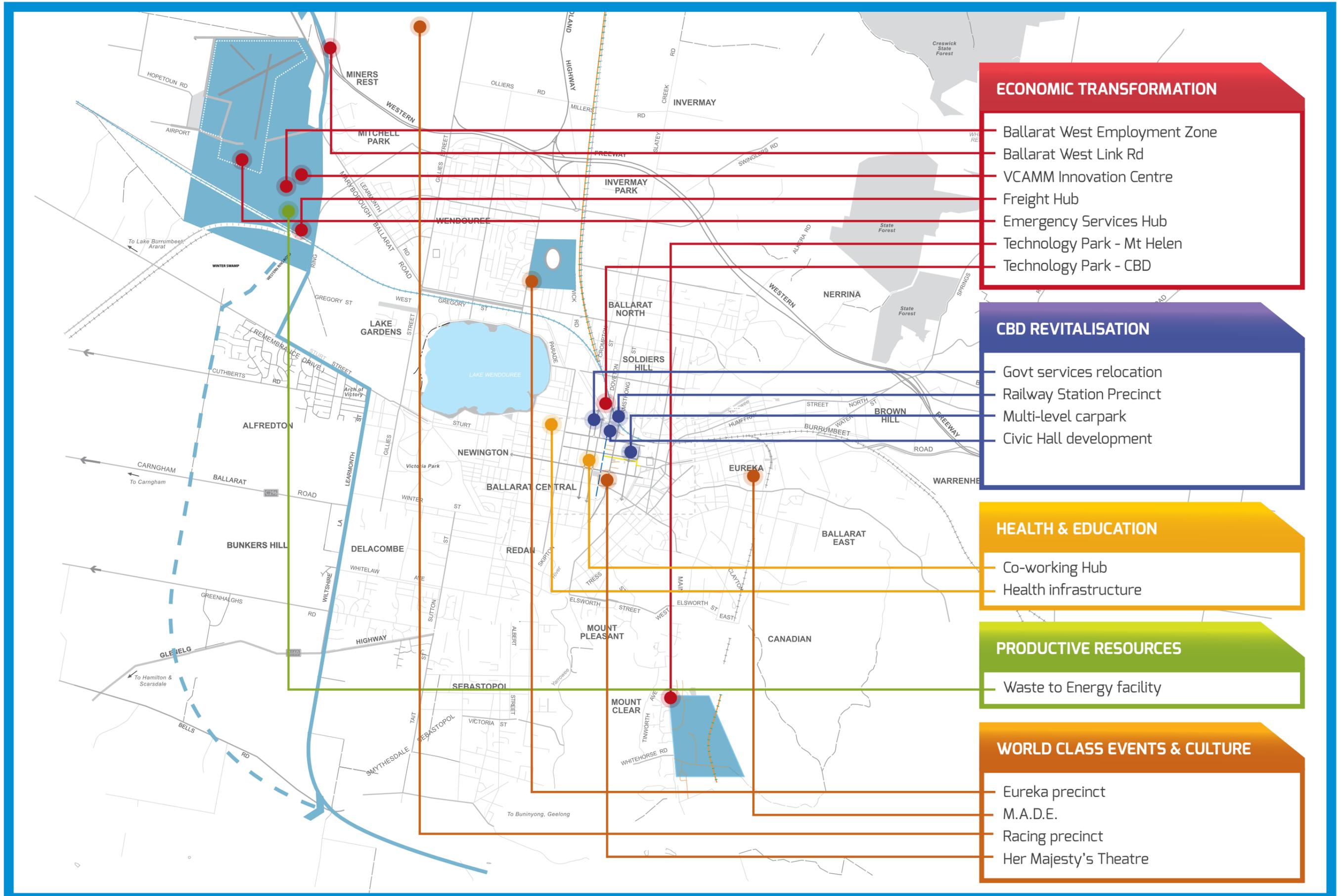
Ballarat:
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2. ECON
TRANSFO

a. Ballarat
b. Ballarat

6. W

Roadmap of Ballarat Regional Capital Plan projects



ECONOMIC TRANSFORMATION

- Ballarat West Employment Zone
- Ballarat West Link Rd
- VCAMM Innovation Centre
- Freight Hub
- Emergency Services Hub
- Technology Park - Mt Helen
- Technology Park - CBD

CBD REVITALISATION

- Govt services relocation
- Railway Station Precinct
- Multi-level carpark
- Civic Hall development

HEALTH & EDUCATION

- Co-working Hub
- Health infrastructure

PRODUCTIVE RESOURCES

- Waste to Energy facility

WORLD CLASS EVENTS & CULTURE

- Eureka precinct
- M.A.D.E.
- Racing precinct
- Her Majesty's Theatre

Ballarat requires 15,000 new jobs in the next 15 years to support the projected population increase of 35,000 new residents

Priority 2.

Economic transformation

Ballarat has a strong economic base, underpinned by a number of key industries. However, on-going population growth means employment growth is an absolute necessity, and employment growth can only come from those economic sectors where Ballarat offers distinct opportunities and advantages. This means diversifying the economic base, improving productivity and driving innovation.

The need:

Jobs growth needs to be fostered to support and sustain a growing population.

- Ballarat requires 15,000 new jobs in the next 15 years to support the projected population increase of 35,000 new residents. The economy needs to be transformed to deliver these new jobs.
- Manufacturing is an important industry but it needs to evolve. It currently provides 29% of Ballarat's economic activity and will continue to evolve as it transitions to new technologies, businesses and skill bases.
- Innovation and technology need to be further pursued and implemented to deliver productivity gains.
- Transport connections need to be further developed to improve inter-regional and intra-regional connectivity.
- A broader base of professional services and creative enterprises needs to be fostered around the region, to better support more traditional economic sectors and to provide a more diverse economic base.

1. BALLARAT REGIONAL CAPITAL FUND

Local and state funding partnership

2. ECONOMIC TRANSFORMATION

- a. Ballarat West
- b. Ballarat Tech Park

3. CBD REVITALISATION

- a. Railway precinct
- b. Civic Hall
- c. Multi-level carpark
- d. Govt services relocation

4. HEALTH & EDUCATION





Key interventions



A. Ballarat West Employment Zone

Delivering large parcels of industrial land, transport connectivity and the economic impetus to help create 9,000 jobs and \$5 billion in economic activity.

Requested investment - \$28.5m for 1st stage of infrastructure program



B. Ballarat Tech Park

Expanding and strengthening the existing Tech Park to attract further innovation and technology to the region.

Requested investment - \$3m for Tech Park expansion

Ballarat West Employment Zone (BWEZ)

The Ballarat West Employment Zone will be a key driver of future sustainable economic growth and innovation in Ballarat, unlocking industrial land near Ballarat's emerging residential growth areas, and providing key infrastructure to stimulate diverse business activity in the area, and across the region.

Key benefits:

- **Improved connectivity:**
Strategically located near Ballarat's future residential growth area, with direct road, rail and air connections to the rest of Victoria and Australia.
- **More jobs:**
When fully developed the zone will create 9,000 jobs and \$5 billion in economic activity annually.
- **Land for growth:**
The zone will provide over 250 hectares of 'greenfield' industrial land, ideally suited for uses by the manufacturing, freight and logistics, construction, wholesale trade and R&D sectors.



Focus areas:

There are a number of key planning and investment focus areas required to help deliver the Ballarat West Employment Zone strategy and realise its full potential:

- **Land to market:**
Access to suitable land is a key requirement for business establishment and growth. Ballarat West Employment Zone encompasses around 250 hectares of Greenfield industrial land that can be unlocked and released for economic development.
- **Transport connections:**
Efficient and accessible rail, road and air transport connections are vital to enable business to better access their markets.
- **Catalyst projects:**
The development of a number of 'catalyst' or start-up projects is required to stimulate initial development and establish a critical mass of business activity and investment. Once up and running they will provide an efficient base for business and a strong competitive advantage that will attract interest from the investor community.
- **Catalyst tenants:**
Attraction of anchor or catalyst tenants are vital to set the tone of the development and create a base for clustering and investment activation. These will be companies and organisations investing in the potential and opportunities offered by the combination of land, location, transport connections and growing business activity.

9,000 jobs, \$5 billion of economic activity, 250 hectares of industrial land

Key projects



Project name: Freight Hub
Project description: 16 Hectare HPFV intermodal road and freight handling capability
Project status: Business Case and Feasibility Study Complete. Planning Scheme Amendment complete
Phasing: Ready to commence
Required investment: \$18m for stage 1

Project name: VCAMM Innovation Centre
Project description: Leverage newly established Centre for Manufacturing excellence to establish Incubator
Phasing: Ready to commence
Stage 1 investment: \$1.5m over 3 years to develop new emerging industry
Stage 2 investment: \$10m to fund construction with BWEZ precinct

Project name: BWEZ Infrastructure delivery
Project description: Comprehensive infrastructure plan to be delivered via Major Projects Victoria
Phasing: Ready to commence
Required investment: \$28.5m



Project name: Link Road
Project description: Key enabler of BWEZ and freight hub link between Western region and Melbourne
Project status: Stage 1 complete by end 2014
Phasing: Next 5 years
Required investment: Completion of Stage 1 road by 2014 and planning and construction of Stage 2



Project name: Emergency Services Hub
Project description: Establishment of Ballarat as an Emergency Services Hub for all agency, all hazard response capability
Phasing: Next 2 years
Required investment: \$12 million for runway extension
 \$4 million for construction of operations centre

Ballarat Tech Park

1:1 jobs generator,
1,500 employees and
30 ICT enterprises

Ballarat's Tech Park is a regional success story, with plenty of upside. Thanks to the vision and financial support of successive State Governments, the entrepreneurial leadership of Federation University, and IBM's commitment to the region, Ballarat's Tech Park is currently the home of 30 ICT orientated enterprises, a major regional employer and a hive of economic activity. Under its Technology Park Expansion Plan, and with the assistance of public and private investment, Council aims to make it Australia's largest regional technology park. Council also plans to extend the Tech Park into Ballarat's CBD by refurbishing inner-city buildings.

Key benefits:

- **Employment opportunities:**
As a 1:1 jobs generator, on a current base of approximately 1,500 employees, expansion of the Tech Park will create more jobs by attracting more enterprises, business investment, clusters and innovation to this unique precinct, and the region.
- **Economic multiplier:**
Further expansion of the Tech Park will have a positive multiplier effect in terms of its direct contribution to outputs, household income and value added benefits within Ballarat and the region.
- **Business incubation:**
Expansion will continue to support the Tech Park's strong focus on assisting start-up technology based enterprises.
- **Self-reliant development:**
All land and buildings are owned by Federation University, which constructs buildings in response to market demand and recovers capital investment through long-term leases with major tenants.

Focus areas

The primary focus of the Tech Park Expansion project is to:

- Attract companies working in information technology, biotechnologies and renewable energy technologies;
- Continue to revitalise Ballarat's CBD by attracting and retaining white collar professionals;
- Reduce Ballarat's and the region's reliance on traditional industry employment sectors;
- Deliver Ballarat's vision of being at the forefront of the new economy.



Project name: Ballarat Tech Park - Mt Helen
Project description: Development of 22 hectares to provide: 8 major building developments, office accommodation for another 1,500 employees; an additional \$400 million in annual economic outputs
Project status: Ready to commence
Required investment: \$2.5 million (headworks)

Project name: Ballarat Tech Park - Ballarat CBD
Project description: Building refurbishment to create new office spaces, approx 2,400 m² with the potential to accommodate 220 staff
Project status: Ready to commence
Required investment: \$0.5 million (building refurbishment)



Priority 3.

CBD revitalisation

To accommodate an additional 35,000 new residents in Ballarat the CBD needs an additional 60,000m² of commercial space

A vibrant CBD that embraces retail, entertainment, dining options and residential opportunities is a key ingredient for a true Capital City experience.

Ballarat's CBD currently services a local population and economy of 100,000 people and a regional catchment of 400,000 people. Council's projections reveal that to accommodate current population growth, large volumes of new commercial space need to be developed.

Ballarat has a large CBD that reflects both an unrivalled architectural heritage as well as strong redevelopment opportunities. However, key areas of the CBD are under-utilised, which inhibits economic, social and cultural growth. This is compounded by restricted CBD access through car parking pressures and a lack of infill residential development opportunities coming to market.

Ballarat Council is working to ensure the CBD grows to become a premier regional centre, while at the same time protecting Ballarat's unique heritage.

The need:

Ballarat's CBD needs to grow to accommodate current population growth.

- To accommodate an additional 30,000 new residents in Ballarat, the CBD needs an additional 60,000m² of commercial space.
- Key areas of the CBD need to be redeveloped to broaden retail, commercial and residential options, and cater for growth.
- Increased traffic demands need to be addressed, to unblock traffic flows, improve pedestrian access and encourage the growth of cultural and entertainment options.



Key interventions

Ballarat Council has embarked upon a comprehensive revitalisation of the CBD by creating a long-term Ballarat CBD Structure Plan. The Plan identifies key retail, business and residential development opportunities, as well as addressing key issues such as traffic management and pedestrian flow through the CBD.



A. Railway precinct development:

The railway precinct is a strategic parcel of land within the CBD that provides the opportunity for a broad range of infill development – including residential, retail and commercial – that will lift levels of commercial and community activity within the CBD.

Requested investment - Implementation of priority projects identified through the Railway Station Master Plan



B. Civic Hall:

The Civic Hall is an under-utilised Council building and asset on a significant block of Crown land within the CBD. It represents one of the few large scale potential development sites in the CBD.

Requested investment - \$10m for redevelopment



C. CBD carparking:

Opening up the retail and entertainment precincts within the CBD by providing better access and an improved pedestrian experience through improved off-street parking capacity.

Requested investment - 500 additional car spaces



D. Government services relocation:

Relocation of a major Government services provider to the Ballarat region, to underpin and stimulate the local professional services sector.

Requested investment - 500 jobs in Ballarat CBD

CBD revitalisation > Intervention A:

Railway precinct development

Under-utilisation of the Ballarat Station Precinct is inhibiting the Precinct's economic, social and cultural growth. The Ballarat Station and Transport Interchange's sub-optimal facilities and layout results in inefficient operations and unsafe vehicle and pedestrian movement.

In response, Ballarat Council is developing a Master Plan in partnership with DOT, VicTrack and RDV.

Key benefits:

- Creating better integration and linkages with the overall CBD, to create a precinct that is vibrant, commercially and socially successful and pedestrian focused.
- Optimising operation, amenity and passenger use of the station and transport interchange.
- Improving the ability of the interchange to meet future community needs including active transport such as walking and cycling.
- Exploring residential, retail and public space land uses within the precinct to help stimulate its revitalisation.



Project name: Exhibition capacity
Project description: Delivery of 3,000m² exhibition space in the Railway Station precinct
Project status: Master Plan underway
Phasing: Immediate - subject to Master Plan
Council investment: Co-funding of Master Plan
Required investment: \$18m

CBD revitalisation > Intervention C:

Multi-level carpark

With the expected current growth of Ballarat to continue, the demand and provision of car parking in the CBD will continue to constrain the vitality and growth. The CBD has been identified in Ballarat Council's Activity Centre Strategy as the prime activity centre in Ballarat. In order to cater for future demand and use, the CBD requires an additional 500 car parks, which should be located to maximise benefits for both commuters and shoppers.

Once complete, the car-park will enable Ballarat Council to provide dispensation for pending private development, opening the way for significant new private sector development.



Project name: Multi-level carpark
Project description: Provision of 500 additional car parks to unlock the CBD for future intensive development
Project status: Ready to commence
Phasing: Staged
Total project cost: \$18m
Council investment: \$2m
Required investment: \$16m

Civic Hall development

redeveloping the
'Heart of Ballarat'

The redevelopment of the Civic Hall site has been identified as one of the key priorities within the Ballarat Council Plan 2013-17. The aim of this project is to provide a key linkage between the Sturt Street and Lydiard Street precincts and the soon to be upgraded Armstrong Street, as well as the Railway Station precinct, which is currently undergoing a development visioning phase that is expected to result in the transformation of the site.

Key benefits:

The Civic Hall's central position within the CBD is critical to the future development of the city. An initial vision for 'The Heart of Ballarat Project' has been developed and includes the following key themes:

- Community Hub, featuring: A healthy environment; arts, culture and entertainment spaces; and Green space.
- Economic Benefit, featuring: A venue to attract bigger functions and events (up to 3,000 people standing); cafes and retail; office space for business; car parking relocation.

Funding for the Civic Hall development is likely to involve a mix of private investors and government.

Project name: 'Heart of Ballarat' project
Project description: Transformation of a key CBD site into the 'Heart of Ballarat'
Project status: Planning underway
Phasing: Staged
Total project cost: \$18m
Council investment: \$8m
Required investment: \$10m



Government services relocation

As part of Ballarat Council's plans to revitalise Ballarat's CBD, key Government departments and agencies will be encouraged to relocate to the inner-city. Such a re-location will assist the CBD to become a major provider of 'white collar' employment and metropolitan level services to the western region of Victoria. This will enhance Ballarat's status as a commercial and cultural capital.

Key benefits:

Relocation of major State Government and commercial business headquarters, employing in the vicinity of 500 people, will:

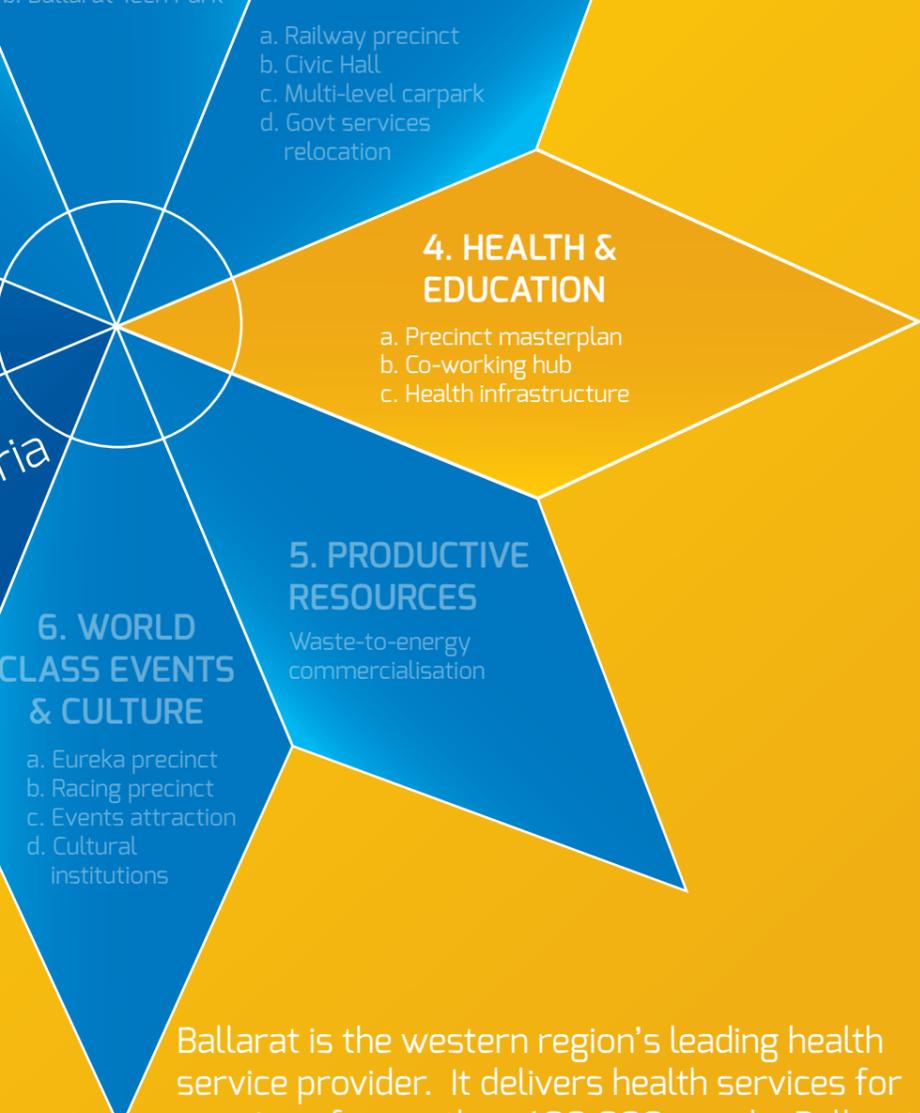
- Assist the growth of the CBD
- Provide economic support for the retail sector
- Act as a catalyst for potential major site redevelopment.

Focus Areas

- Working with business and investment community to achieve positive growth and change
- Identifying locations where large scale retail and office development can occur.



Project name: Government services relocation
Project description: Relocation of key government department to inner city location
Project status: Subject to State commitment
Phasing: Immediate
Council investment: Support for selection of site
Required investment: 500 jobs and take up of 3rd party tenancy



Priority 4. Health & education

The need:

Ballarat needs to create innovative ways to deliver more quality health services to the regional community as well as attract high-quality health and education professionals to live and work in the region;

More specifically it needs to:

- Cater for the expected increase in demand within the health and education sectors in a coordinated manner;
- Develop an integrated plan for the development of the precinct to guide future growth and expansion, and provide an attractive environment for employees and users;
- Satisfy the identified need to attract new residents from high-value professional, managerial, health and education vocations;
- Create an identifiable city and regional focus for integrated health care facilities.

Key interventions

A. Health and education precinct Master Plan:

A Ballarat Council Master Plan to create a unique, safe and 'living, recreating and working' precinct, which will embrace three local health campuses, St John of God Hospital and the Lake Wendouree precinct, to meet population challenges, create jobs and drive economic growth.

B. Co-working Hub:

Ballarat aims to be at the forefront of the new economy, becoming a destination for new creative industries. Ballarat Council aims to encourage the innovation sector within the Ballarat region to broaden the economic base and build community diversity and strength.

C. Health Infrastructure:

Providing the required health infrastructure to deliver services to a region of 48,000 km² and 400,000 people.

Ballarat is the western region's leading health service provider. It delivers health services for a region of more than 400,000 people. Ballarat is also a world leader in education provision. As the population increases and ages in the region, there will be more pressure on health resources and services. These pressures are also likely to crimp future institutional development in terms of gaining access to human capital.

Ballarat already has a large, well-established health precinct with major institutions such as Federation University, Australian Catholic University, clinical schools, UBTec, and numerous high quality public and private schools. But to cater for its expanding population, Ballarat Council must continue to grow its health care infrastructure and facilities. Ballarat's health care and social assistance workforce increased from 5,225 (census 2006) to 6,412 (census 2011). This sector is expected to consolidate its position as a strategic export sector for Ballarat, with jobs expected to increase by about 4,700 (+2.9% p.a.) between 2006 and 2026.

Health & education > Intervention A:

Precinct masterplan

A formal assessment of the proposed Health and Education Precinct (HEP) studies found that a successful development of a HEP precinct can deliver major benefits, including:

- Creation of new jobs in health, education, knowledge-intensive industries and local services;
- New job opportunities in a range of areas, including medical researchers, clinicians, doctors, nurses and allied health staff;
- Improvements in health outcomes and better quality health care;
- Development of a critical mass of activities in health, education, and associated related businesses;
- A catalyst to grow new investment opportunities in the precinct including health insurance, medical software, e-health, and well-being firms;
- Improved connectivity between the precinct and the CBD;
- Increasing opportunities for urban revitalisation with capacity to accommodate additional residents;
- Attraction of new talented researchers, educators, clinicians and other health specialists; and
- Recognition as a health and medical research knowledge hub.



Project name: Health precinct masterplan
Project description: Develop an integrated plan to guide future growth for the precinct
Project status: Ready to commence
Phasing: Immediate
Required investment: \$0.3 million

Health & education > Intervention B:

Ballarat co-working hub

In Ballarat there is the desire for co-working – and all the innovation-collaboration-creativity-comfort-health it promises. This co-working desire looks towards the new culture of work. The co-working movement is part of a shift to a new economy.

These trends have a strong impact on regional areas. Over the years, young people in places such as Ballarat have left the city in search of broader professional and personal opportunities. More recently, as manufacturing declines and the local service sector struggles with competition from offshoring, talent retention and economic development become significant challenges in the regional context.

Ballarat Council is seeking to attract and retain the co-working movement to its regional enterprises as part of its positioning as a visionary capital city.

Key focus areas and benefits

- Alleviating pressures on Melbourne's rapid urbanisation
- Opening doors to the new economy
- Attracting and fostering new creative industries
- Reducing Ballarat's and the regional economy's reliance on traditional industry sectors
- Attracting and retaining young professionals in the Ballarat and regional workforces
- Introducing co-working as an innovative workforce movement
- Removal of the limitations of workplace location
- Distinguishing Ballarat from other Victorian capital cities as a creative work destination



Project name: Ballarat co-working hub
Project description: Establishment of first co-working hub outside of a capital city in Australia
Project status: Business case complete
Phasing: Immediate
Required investment: \$500,000 to fund infrastructure and establishment costs via RDIF funds

Health & education > Intervention C:

Health infrastructure

Ballarat experiences a number of significant health challenges:

- an ageing population
- high rates of smoking
- high rates of cardiovascular disease and cancer
- high burden of disease
- shortage of General Practitioners.

Ballarat Health Services is the major referral centre for the Grampians Region which covers a total of 48,000 square kilometres. Patients requiring emergency treatment and elective surgery are referred from health services throughout the Region and beyond. Due to increasing demand, pressure has mounted on services based within Ballarat.

Significant investment has been made by the Victorian Government to expand the services provided by Ballarat Health.

Key focus areas and benefits

Acute Care - \$60m

- Redevelopment of the Operating Theatre Suite including the outfit of the shell in the New Drummond Building: \$20m
- Demolition of Sloss House/relocation of the Dialysis Service: \$20m
- Paediatric Ward Redevelopment: \$5m
- Redevelopment of an existing facility to accommodate a Co-located GP Clinic and Diabetes Service: \$5m
- Cardiovascular Service Expansion: \$10m

Mental Health - \$12m

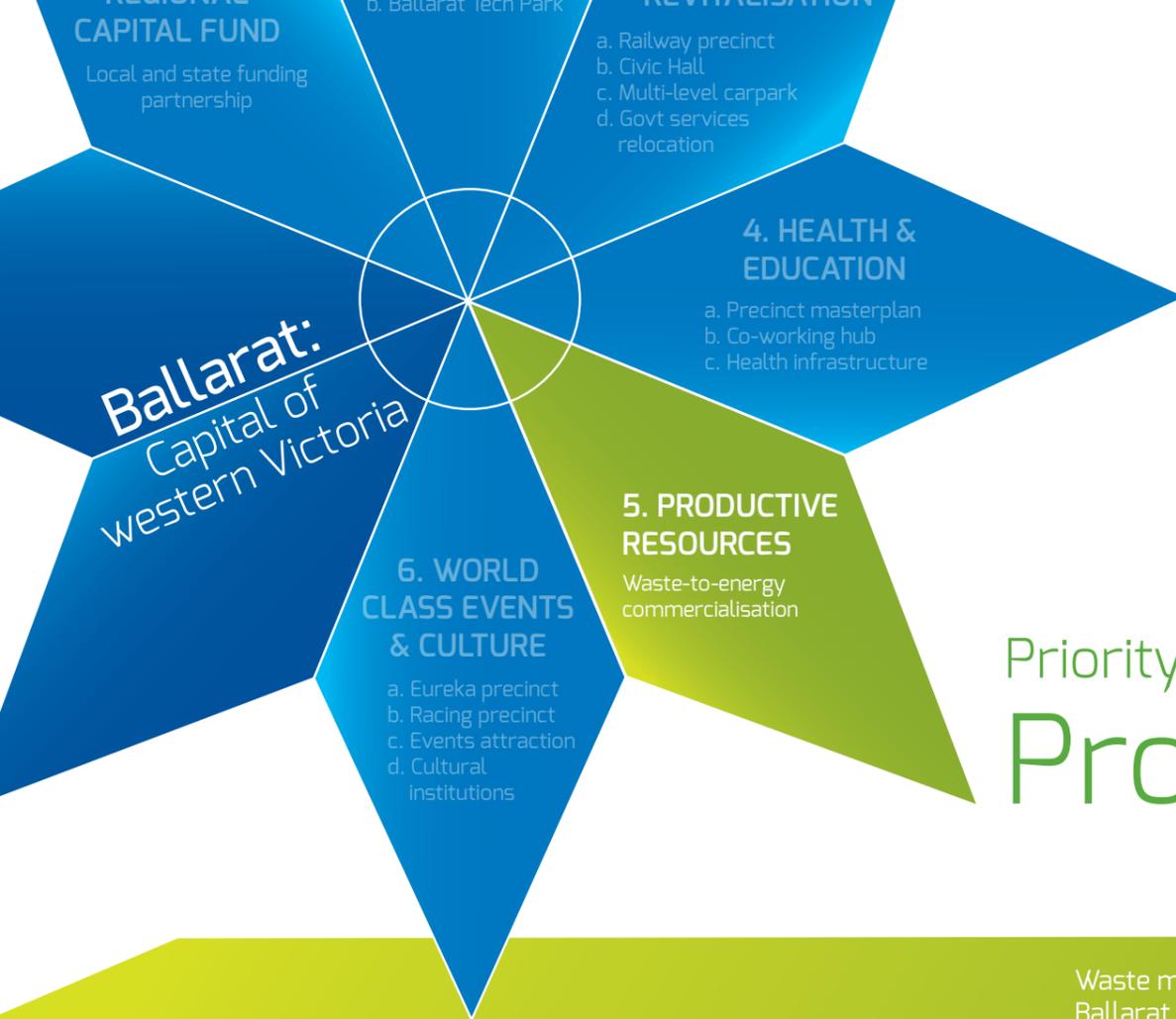
- Redevelopment of accommodation for the Child and Youth Mental Health Service Team: \$4m
- Redevelopment of Secure Extended Care Unit: \$8m

Aged Care - \$66m

- Redevelopment of Aged Care facilities Stage 1: \$66m



Project name: Health Infrastructure
Project description: Delivery of the medium health infrastructure to support the regional health challenge
Project status: Ready to commence
Phasing: 5 - 10 years
Required investment: \$138m



Funding support is required to meet critical waste management and energy requirements over the next 20 years

Priority 5. Productive resources

The need:

With Ballarat's population expected to grow by a third by 2030, Ballarat Council and the region are faced with a range of waste management, resource recovery and environmental challenges. These include a significant landfill capacity issue, lack of green waste processing facilities, the need to reduce methane emissions and offsetting carbon emissions by generating renewable power.

Under its Environment Sustainability Strategy, Ballarat Council is committed to initiatives to reduce resource consumption and waste production.

Waste management in Victoria is an opportunity, not a burden. Ballarat Council wants to accelerate solutions to waste problems in partnership with State Government, other councils within the Central Highlands region and the private sector.

In line with the Victorian Government's new 30 year vision for an 'integrated, state-wide waste management and resource recovery infrastructure' (Getting Full Value, 2013), Council proposes to use the Ballarat Regional Capital Fund and direct procurement agreements to support the commercialisation of the waste processing industry in Western Victoria, in conjunction with the private sector.

Ballarat Council will partner with other local councils within the region to integrate waste planning into regional growth plans and establish a new framework for attracting market investment to this sector, particularly in areas that are under-capitalised.

Ballarat's Regional Capital Fund will encourage investment through government co-investment, procurement arrangements and removal of potential investment obstacles.

The overall focus of this activity will be on:

- improving the standard of infrastructure and its development;
- maximising the productive value of resources, and
- creating new or expanded markets for recycled products and materials in the region.

Supporting this will be the VCAMM Innovation Centre, based in the Ballarat West Employment Zone (BWEZ). Ideally located, VCAMM will support industry participants and advanced waste management and resource recovery through R&D, trial, commercialisation and market deployment of high-end processes, materials and products.

VCAMM will provide a critical link between establishing emerging bio-waste energy harvesting technologies and opportunities generated by manufacturing, universities and manufacturing research industries

Funding and legislative support is needed to support Ballarat Council's plans and meet the region's critical waste management and energy requirements over the next 20 years.

Key interventions

Intervention A: Waste-to-energy commercialisation

Undertake a waste-to-energy commercialisation process to undertake the necessary legislative, technical, expert, procurement and project management support required to advance the commercialisation of the waste processing industry in Western Victoria and increase the inflow of private investment into this sector.

Intervention B: Waste-to-energy facility

Provision of land (5ha) and facility within the Ballarat West Employment Zone to deliver the business case.

Productive resources > Intervention A:

Waste-to-energy commercialisation



Project name: Waste-to-energy commercialisation process
Project description: Undertake commercialisation of the waste processing industry in western Victoria
Project status: Ready to commence
Phasing: Immediate
Required investment: \$0.5m

Productive resources > Intervention B:

Waste to energy facility

Project name: Waste-to-energy facility
Project description: Construction of Waste to Energy Facility by private sector
Project status: Ready to commence
Phasing: 2 years
Council investment: \$3m in recurrent payment to established facility
Required investment: \$2m





Events generate \$147,000 for every 1,000 people who stay overnight, generating up to \$2 million per event

Priority 6.

World-class events & culture

6. WORLD CLASS EVENTS & CULTURE

- a. Eureka precinct
- b. Racing precinct
- c. Events attraction
- d. Cultural institutions

Ballarat must continue to exploit its cultural assets and infrastructure, and world class events, if it is to maintain its position as a major tourism destination in the region. Already Ballarat contributes substantially to regional tourism in terms of employment, hospitality, retail, outlets and cultural diversity. Strategically, Ballarat plans to consolidate its capabilities as a centre for regional sport, the arts, major events and the film industry. This will maximise benefits to the local and Victorian economies.

The need:

As the capital of Western Victoria there is a need to provide a capital city culture and events experience for visitors and residents alike. Ballarat's vision for major events and cultural activities is to provide a sophisticated and broad offering which is in line with the experience available at any comparable capital city in Australia.

To that end, Council and the events and cultural sectors have developed a range of projects which enable the delivery of our vision.

These projects build upon Ballarat's creative culture and history, and our proven track record for hosting major sporting and cultural activities. This combination of projects allow known winners in the events area to built upon, namely the Racing precinct, MADE, HMT and the Major Events precinct, while also integrating new projects that have emerged in the Ballarat CBD. The community's vision for Ballarat is to provide a recurrent level of activity that acts a stimulus for our tourism, retail, hospitality and events sector, thereby driving employment and economic sustainability as well as providing a key lifestyle offering for our residents and greater western Victoria.

Key interventions

A: Eureka precinct:

Development of a multi-purpose stadium, accommodating 6,000 spectators, with the capacity to stage world-class sporting and cultural events such as hosting AFL games and agricultural events.

B: Racing precinct:

Transforming Ballarat's racing industry by creating a world-class thoroughbred racing precinct, with on-course stabling and private development of special zoned land surrounding the race course. This will act as a catalyst for development of whole the precinct, increase economic output by \$17 million, and create an additional 25 jobs.

C: Major events attraction:

Ballarat needs support to attract and retain key major events. Currently the city hosts in excess of 40 regional and major events annually. This program is a significant driver of tourism, and requires further support to ensure that major events in Ballarat continue to evolve.

D: Cultural institutions:

Her Majesty's Theatre is a premier regional cultural institution and the oldest continuous operating theatre on Australia's mainland. First opening its doors in 1875, Her Majesty's Theatre now requires significant maintenance and preservation work to modernise the facility, and enable it to successfully remain one of Australia's most historic theatres, and performing arts centre.

Ballarat also is home to the Museum of Australian Democracy at Eureka, a cultural destination of national significance requiring ongoing investment to maintain the relevance of its exhibits.

World class events: Intervention A: Eureka precinct

Project name: Eureka precinct
Project status: Feasibility Study and Master Plan with project consortium
Phasing: 2-3 years, staged development
Total project cost: \$37 million
Council investment: Matched funding for feasibility/master plan
Required investment: \$15m - Stadium (6,000 people)
 \$9m - Basketball and Netball courts
 \$8m - Integrated sports house and administrative facility
 \$5m - Showgrounds upgrade



World class events: Intervention D: Cultural institutions

Project name: Her Majesty's preservation project
Project status: \$0.3m secured for master planning
Phasing: Next two years
Council investment: Master Plan process
Required investment: \$28m for full redevelopment

Project name: Museum of Australian Democracy at Eureka
Project status: Centre fully operational
Phasing: Immediate
Council investment: \$0.75m recurrent
Required investment: \$0.4m recurrent



World class events: Intervention B: Racing precinct

Project name: Racing precinct
Project status: Feasibility Study and Master Plan with project consortium
Phasing: Ready to commence
Total project cost: \$1.5 million
Council investment: Matched funding for feasibility/master plan
Required investment: \$0.5m - Ballarat Turf Club
 \$0.5m - Racing Victoria
 \$0.5m - State Government



World class events: Intervention C: Events attraction

Project name: Events attraction fund
Project status: Ongoing
Phasing: Immediate
Council investment: \$1.5m in annual events funding
Required investment: \$0.5m in annual events funding



Ballarat:

| Capital of
| Western
| Victoria